



**GUAM COMMUNITY COLLEGE**

**2013-14**  
**ANNUAL REPORT**

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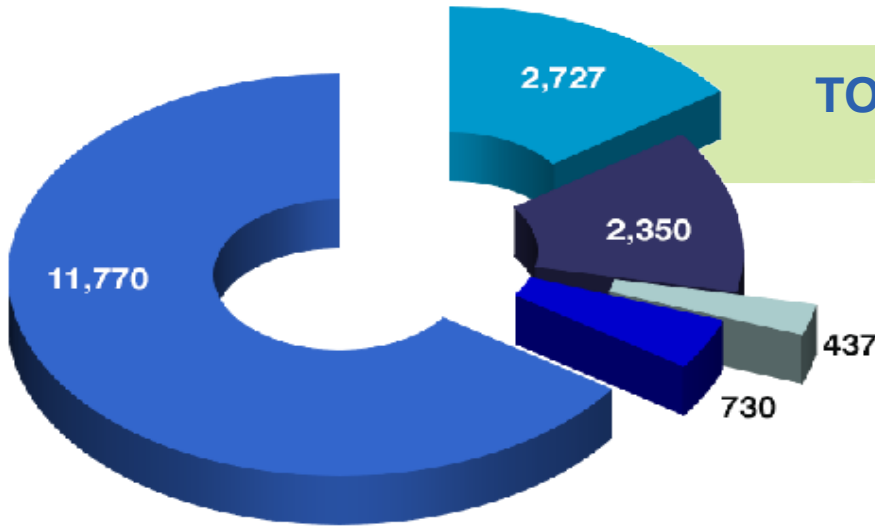
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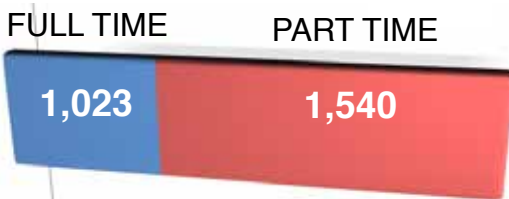
# GCC BY THE NUMBERS



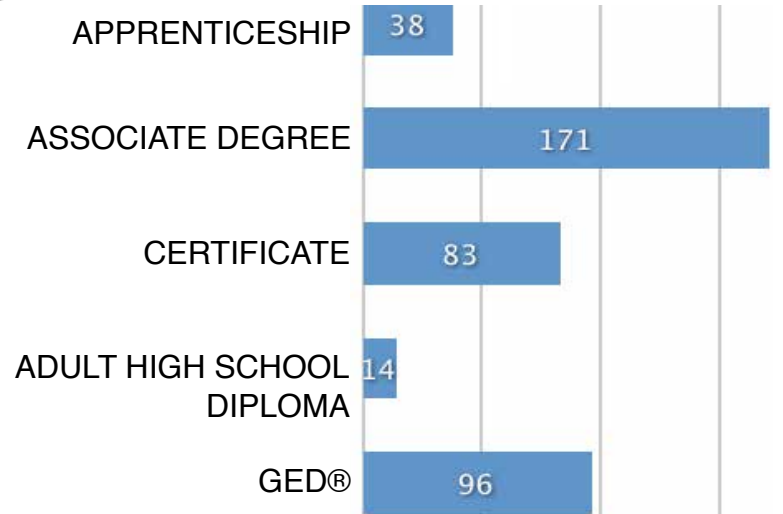
## TOTAL ENROLLMENT FALL 2013

■ POSTSECONDARY 
 ■ SECONDARY 
 ■ APPRENTICESHIP  
■ ADULT EDUCATION 
 ■ CONTINUING EDUCATION

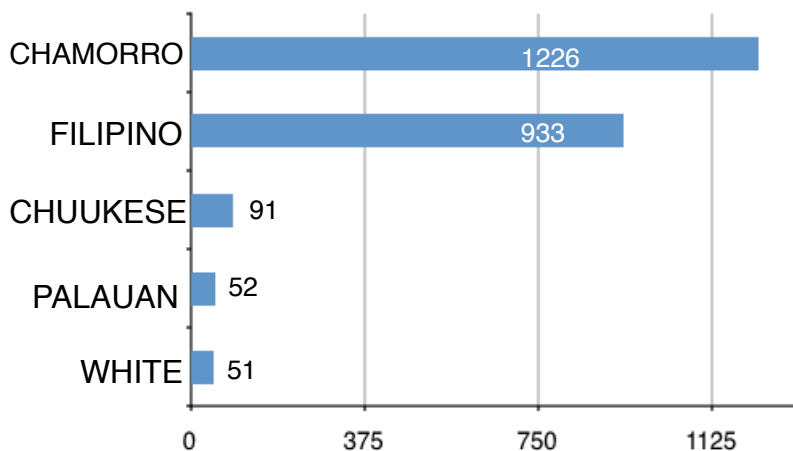
## ENROLLMENT FOR FALL 2014: 2,563 students



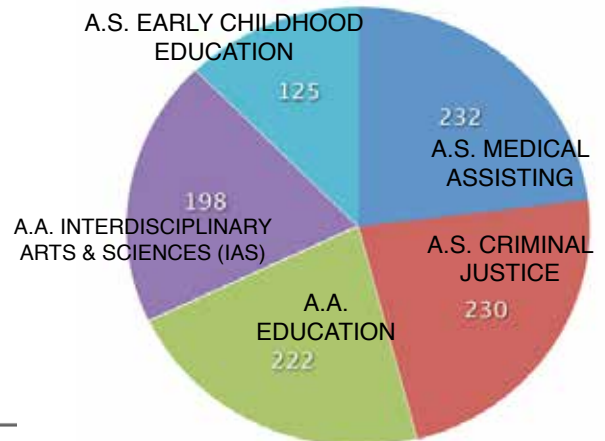
## RECORD NUMBER OF GRADUATES



## ETHNICITY



## TOP ENROLLED PROGRAMS





## BOARD OF TRUSTEES

Hafa adai,

On behalf of the members of the Board of Trustees, I am proud to present the accomplishments of Guam Community College over the past year in our 2013-2014 Annual Report. These pages contain an abundance of good news for GCC students, employees, alumni, and the community in general. Our students are graduating and gaining sustainable employment in Guam's workforce, fulfilling our mission to provide the highest quality education and job training for Micronesia.

I also want to thank the island businesses that support our programs. Whether it is through postsecondary internships, secondary work experience, apprenticeship, or this year's Keep Your Guard Up program, your involvement strengthens our students' abilities so that they become the productive, proactive employees you need to keep your businesses successful.

GCC looks forward to another year of sustainable growth in enrollment and programs, and more campus improvements in 2015!

Si Yu'os ma'ase,



Deborah C. Belanger



Deborah C. Belanger	Chairperson
John T. Benito	Vice Chairperson
Frank P. Arriola	Secretary
Richard P. Sablan	Treasurer
Gina Y. Ramos	Member
Elmarie Anderson	Student Member
Kenneth C. Bautista	Support Staff
	Advisory Member
Frederick Tupaz	Faculty Advisory
	Member
Mary A.Y. Okada, Ed.D.	CEO/President

## FOUNDATION BOARD OF GOVERNORS

Hafa adai friends of GCC,

The GCC Foundation Board of Governors joins the Board of Trustees in being proud to support one of the finest educational institutions in Micronesia. Guam Community College is making strides in workforce development unseen before on this island. The institution excels at student support, quality programs that engage with the business community, and at garnering federal funding to support growth and expansion.

The GCC Foundation is honored to play a role in these efforts with fundraising activities that depend on you, the benefactors of the College. Your participation in our annual Par Excellence Golf Tournament, our Parade of Shoes, and other events helps to secure student scholarships and provide the means for GCC to fulfill its workforce development mission.

As Foundation Board chair, I want to thank you for your continued support of GCC. The success of our students translates directly into success for the businesses that hire them and for Guam as a community. Biba GCC!



Lorraine S. Okada



Lorraine S. Okada	Chairperson
Gerard A. Cruz	Vice Chairperson
Josephine L. Mariano	Treasurer
James Martinez	Secretary
Gina Y. Ramos	Member
Eduardo R. Ilao	Member
Annmarie Muna	Member
Eloy Lizama	Member
Carline Bukikosa	Member
Deborah C. Belanger	Member

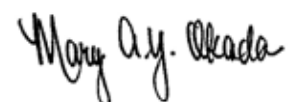
# Message from the President

Hafa adai!

Our focus this year at Guam Community College has been on sustainability - both on our campus and with regard to the career paths our students are choosing. Toward that effort, I am proud to report that a record number of our students graduated in May 2014 with postsecondary degrees and workforce skills that are making them sustainable employees. Our Keep Your Guard Up program provided 152 returning Guam veterans with civilian workforce skills, and this year, we were designated a Best for Vets Career & Technical College by Military Times Magazine. Also, the renovation and expansion of Building 200 is nearly complete.

These accomplishments and the many others you will read about in our annual report are illustrative of the goals of GCC's Institutional Strategic Master Plan 2014-2020. This, our second ISMP, is designed to provide a more global approach to workforce development. We are forming international partnerships with colleges in the Philippines, Thailand, and other countries in the region that will enable our students to experience job training on a global level. An enhanced curriculum and our student-centered learning approach are designed to facilitate even more degree and certificate completion. We are also excited to announce that the Accrediting Commission for Community and Junior Colleges has allowed community colleges to offer one four-year degree, which will provide even more opportunity for our students.

Our success – and that of our students – could not be possible without the full support and partnership of our GCC Board of Trustees and Foundation Board of Governors, Governor Eddie Calvo and the members of the Guam Legislature, the island's business community and our generous donors. Your continued support is invaluable as we strive to help island residents build a better quality of life. Biba GCC!



Mary A.Y. Okada, Ed.D.



President Okada, shown here with her husband, David Okada, was a 2013 Guam Business Magazine Executive of the Year nominee.

## 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.

## VISION

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

# SUCCESS STORIES



## Sustainability = Success from Classroom to Career!

### Amanda Antolin

Associate Degree, Visual Communications (2012) and AS, Marketing (2014)  
Amanda was hired in April 2013 as a multimedia graphic artist by the Pacific Daily News, and is also starting her own freelance photography business, Avanalin Photography. She shoots family portraits and plans to expand more into children, weddings, and event photography.

*"My experience at GCC was something that I'm grateful for. I was able to enhance my skills and knowledge in visual communications, and have a better understanding and appreciation for the marketing field. I was able to learn how important it is to network with others, be able to contribute back to the community, and discover new ways to improve my knowledge of the things that surround me. To all the faculty and staff at Guam Community College, I'd like to say, 'Thank you!' for all your hard work and dedication to help the people of Guam achieve their dreams and goals."*



### Vincent San Nicolas

Adult High School graduate (2012); current student, Supervision & Management program

Vincent is truly one of GCC's success stories. A high school dropout from an abusive home, he quickly realized that not having a diploma would set him back. He enrolled in GCC's Adult High School program, graduating in 2012 with nine college credits. He is currently enrolled in the Supervision and Management program, and was a Federal Work Study student. When a full-time office aide position opened up in the GCC Adult Education Office, he applied and was hired. Vincent plans to graduate in spring 2015.



### Kirk Blas

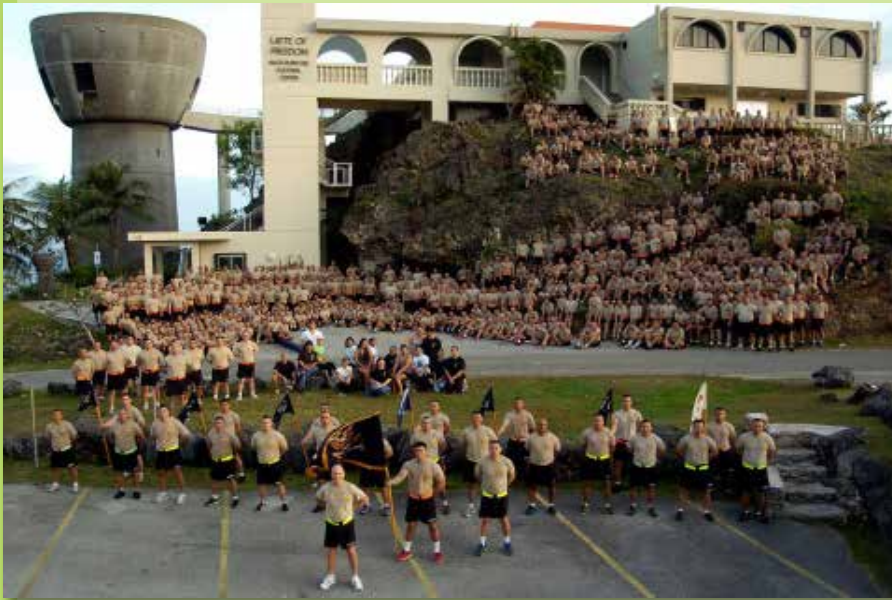
Associate Degree, Criminal Justice (2014) - Law Enforcement and Administration

Kirk is currently employed full-time at the Bank of Guam as a field associate in the Collections Department, and worked at the bank full-time while attending GCC!

*"My education at GCC was excellent. I was also under the Department of Vocational Rehabilitation program, and the teachers at GCC, they give you that individual attention, the tutoring program is excellent, and the facilities are well-kept. My teachers were helpful at every step of the way."*



# KEEP YOUR GUARD UP!



Our sustainability efforts this year included a first-of-its-kind program for returning Guam veterans called “Keep Your Guard Up.” This unique program addressed the challenge that 260 of the 588 Guam soldiers of the I-294th Infantry Regiment deployed to Afghanistan would return home in January 2014 either unemployed or under-employed. GCC worked with the Guam Army National Guard, the Office of the Governor, and the Guam Chamber of Commerce to develop an accelerated training program for the returning vets

in eight professions: automotive, computer networking, electrical, EMT, HVAC, supervision and management, heavy equipment operator/driver, and welding.

On February 18, 2014, 164 soldiers started classes at GCC. After several months and an employer match event in May, 152 men and women gathered at the National Guard Readiness Center on July 8th to celebrate having gained employable skills. Depending on their program, they also earned completion certificates, National Career Readiness Certificates and valuable industry certifications.

GCC apprenticeship partners and island employers such as DCK Pacific, Cabras Marine, Cars Plus and the Guam Fire Department embraced the program, hiring several dozen KYGU veterans. Others are continuing their studies at GCC. News of the program reached other National Guard units on the mainland, with some inquiring as to how to set up similar programs.



GCC was also lauded by Military Times Magazine as a 2014 Best for Vets CTE College.

Thank you to veteran/Sen. Frank Aguon for his resolution presented Oct. 25th honoring GCC for its Best for Vets designation!



# FROM CLASSROOM TO COMMUNITY

Our students again this year showed exceptional ability to put the skills they learned in the classroom to use out in the community. The student organization Ecowarriors led the charge AND put the College on the national radar by being featured in “The Community College Green Genome Framework: Integrating Sustainability and Clean Technology Workforce Development into an Institution’s DNA,” a national guide and institutional self-assessment document highlighting community college sustainability efforts around the nation. GCC’s mention comes on page 16, in the section covering “Community Engagement.” (See photo at right.)

The “Indicator in Action” section highlights the College’s establishment of the Ecowarriors.

<http://www.theseedcenter.org/GreenGenomeAwards>

(Click on the Community College Green Genome Framework link under “Where can I find more information?”)

In addition to monthly clean-up and recycling activities around the island, the Ecowarriors also testified for a shark sanctuary at the Western Pacific Regional Fishery Management Council (WESPAC) meeting in March.



Other student-led service learning projects also included making survival bags for children in the Alee Shelter, providing free health screenings during a Diabetes Alert Health Fair, and cleaning and organizing the Catholic Social Service Thrift Store.



Following the national Math Kangaroo hosted on campus by the GCC Math Department in March, GCC students provided a Math Carnival with booths, games, demonstrations, and hands-on activities for the over 200 students from K-12th grade. The idea was to introduce them to the fields of study offered at GCC, and to demonstrate how math is applied in these programs and in other fields.

With 2014 being an election year, Supervision & Management students hosted candidate forums in April to provide their fellow students with the opportunity to learn where the various gubernatorial and senatorial candidates stand on the issues, and to register to vote. Over 200 students attended the forums!



# PARTNERSHIPS



## Connections on island and internationally strengthen student experiences

Students in the Supervision & Management program partnered with First Hawaiian Bank and the GCC Foundation to host the first annual GCC/First Hawaiian Bank John Lee Scholarship 5K Run/Walk for nearly 400 participants in November at Chamorro Village. The event raised several thousand dollars for scholarships for GCC students.

The first cohort of Guam Transportation Security Administration employees earned Certificates of Achievement in Homeland Security in February at the Guam Marriott Resort & Spa. These men and women can now use the nine credits earned in this program toward an associate's degree in Emergency Management at GCC.

The Rotary Club of Tumon Bay donated to the Talofofu Mayors' Office GCC Community Access Point, which opened in June. The CAP program allows residents to earn a National Career Readiness Certificate through the GCC WorkKeys program in their village. Talofofu CAP sponsors are JTC Services, Rotary Club of Tumon Bay, Island Tinting, JMC Equipment Rental, and Budazu Electric.

Fonterra, New Zealand's largest dairy company, donated 100 chef's coats and a scholarship package to GCC Culinary Arts students in May, in conjunction with Micronesian Brokers and the Micronesian Chef's Association.

GCC said farewell and thank you to partner Citi Foundation for seven years of sponsoring the summer Post Secondary Education Accessibility Initiative, which helped several hundred students prepare for success in college. GCC and WestCare hosted the White House Initiative on Asian Americans & Pacific Islanders, to inform federal officials of the challenges facing the region with regard to accessing federal grants.

Globally, GCC fostered an articulation agreement with American Hospitality Academy (AHA) in the Philippines (an American Culinary Federation-accredited institution), paving the way for Culinary Arts graduates to gain educational enrichment at AHA. The College entered into a 2+1 agreement for a bachelor's degree with University of Makati in Manila, and forged an articulation agreement with SIAS University in China. GCC and Kadan Automotive School in Japan signed an educational agreement to foster exchange between the two programs, and an updated articulation agreement with Chaminade University in Hawaii was completed to provide greater opportunity for our students.



# POSTSECONDARY NEWS

## Sustainable Education & Activities

The record number of completers this academic year is evidence that GCC is providing sustainability for our students. Of the 402 degrees, certificates, and/or diplomas conferred upon 384 graduates May 16, 2014, a record 254 were associate degree or certificate completers. Equally important is that enrollment for fall semester 2013 reached a record 2,727 students, as did enrollment for spring semester 2014 with 2,452 students.

## 2014 Graduation by the numbers

Apprenticeship Completers	38
Associate Degrees	171
Certificate	83
Adult High School Diploma	14
GED® Diploma	96
Total by degree*	402

\*Some students earned more than one degree or certificate.



*"The instructors at GCC are very inspiring. Whatever they taught us, they also modeled."*

Victoria B. Lizama

A.S. Early Childhood Education, 2014 Most Distinguished Graduate  
A mother of four with a supportive husband, Victoria plans to continue her education at the University of Guam and become an elementary education or special education teacher.

Student activities included a Building Stronger Workforce conference in October and a Students Leading Students leadership conference in March; Meet the President sessions with Dr. Okada during both fall and spring semesters; and the Spring Festival highlighting GCC's cultural diversity on April 9, during which Elmarie Anderson was elected as the student representative on the GCC Board of Trustees.

The GCC Culinary Arts program underwent an accreditation visit by the American Culinary Federation in October. Chef Gene Cordova, president of the American Hospitality Academy in the Philippines with which GCC now has an articulation agreement, was a member of the accreditation team.

GCC co-sponsored an Access to Language Equality forum in January, with Sarah Leon Guerrero, Education Dept. chair, participating as a sign language interpreter to highlight GCC's Sign Language Interpreting certificate program.

The Education Department constantly practiced sustainability this academic year by hosting several workshops under a contract with the Department of Public Health and Social Services on developmentally appropriate activities that incorporate local culture, customs, and materials for young children. One workshop focused on the use of recyclable materials and supplies to create devices that are safe, effective, fun, and provide quality learning experiences.

On Wednesdays in April, the GCC Culinary Arts Buffet and Catering class served delicious lunch and dinner buffets in the MPA. The \$10 buffets are popular with the campus community, the neighboring GPD crime lab employees, and with island business people!

On Nov. 27, the Culinary Arts HS249 Advanced Food Prep class hosted “A Gift for Ashley,” a Chamorro Thanksgiving Buffet fundraiser to help bring home their fallen classmate, Ashley Quitugua, who earlier in the semester learned she had cancer. Ashley passed away at an off-island hospital the week before the fundraiser. The MPA was packed with students and relatives who honored her memory.



Seventeen Practical Nursing graduates participated in the traditional nurses’ pinning ceremony on Dec. 15.



### Student Success!

John G. Clemente graduated with honors in May 2014 with an associate degree in Visual Communications. He is now employed as a Fitting Room, Recovery & Replenishment (FRR) Coordinator at Macy’s.

*“GCC’s Visual Communications program prepared me to interact with many unique customers with different preferences, and the Marketing courses I took enabled me to provide valuable input regarding the merchandise Macy’s customers are interested in.”*

What our students are saying about GCC:



What do you think of Guam Community College?



**Alexine Gentapanan**

★★★★★ Best support system ever! =>

about a month ago · 🌐



**Pocaigue Tiarralene Danieca**

★★★★★ Great teachers and school activities over all!!

about 4 months ago · 🌐



# SECONDARY CTE PROGRAMS



Over 2,300 students participated in the 10 Career & Technical Education (CTE) programs GCC offers in Guam's six public high schools. These programs are designed to provide students with a sustainable path to GCC and a career through GCC's Dual Credit Articulated Programs of Study (DCAPS) and Dual Enrollment Accelerated Learning (DEAL) programs. In the DCAPS, high school students that graduate with a Certificate of Mastery in their CTE courses can earn up to 15 college credits toward an associate degree or certificate. The DEAL program allows eligible students to enroll in general education college courses

concurrently with high school classes and receive both high school and college credit simultaneously. GCC has DEAL agreements with the public high schools, with Father Duenas Memorial School, Notre Dame High School, and with the Reyes Home School on Guam.

The CTE ProStart team from Simon Sanchez High School put Guam on the map for the second consecutive year with yet another championship-winning gourmet meal presentation at the National ProStart Invitational in Minneapolis in May. It was the first time a high school team has ever claimed back-to-back championships.

*"Definitely, I couldn't imagine winning one championship. Winning a second time is unbelievable."*

Senior MacDaniel Dimla  
SSHS ProStart team captain  
Junior Abigail Pineda and sophomore Rhozlyn Javier were the other two members of this year's national championship team.



The George Washington High School CTE Carpentry team won first place, and the Okkodo CTE Electronics team took third, at the Guam Contractors Association Construction Rodeo in May.



Other CTE program news included SSHS Lodging Management Program students assisting at the Hyatt Regency Guam's 20th anniversary reception in October 2013, and Southern High's Marketing team winning the state DECA Quiz Bowl competition in January. In February, over 100 CTE Marketing students competed in the DECA role-play competition, which island business representatives helped to judge. Also that month, five students from

John F. Kennedy High School CTE programs became the first-ever Guam inductees to the National Technical Honor Society: Breanna Rae Tainatongo, Marissa Aguon, Mariel Sacayan, Bryant Santos, and Etheline Alviz. NTHS is a non-profit, nationally recognized educational organization that honors excellence in career and technical education. In April, the GWHS Allied Health team won the Allied Health Challenge Bowl.

The successful Summer work experience program gave 174 CTE students from all of the public high schools valuable work experience at 43 different training sites – with 40 of them being private sector companies. The program gives high school students valuable work experience and increases community awareness of and business participation in our CTE programs. The 100% completion rate by the students, and the 91% above satisfactory ratings of student

performance by employers, indicates that the program is more than meeting its goals. Thank you to the 2014 top training employers: City Hill (Guam Plaza, JP Superstore, Nana's Café, Tarza waterpark), 23 trainees; Hyatt Regency Guam, 19 trainees; and Hilton Guam Resort & Spa, 16 trainees.



### **GCC CTE Programs in Guam Public High Schools\***

- |                                  |                    |
|----------------------------------|--------------------|
| <b>Allied Health</b>             | <b>Auto Body</b>   |
| <b>AutoCAD</b>                   | <b>Automotive</b>  |
| <b>Carpentry</b>                 | <b>Electronics</b> |
| <b>Marketing</b>                 | <b>ProStart</b>    |
| <b>Early Childhood Education</b> |                    |
| <b>Lodging Management</b>        |                    |
| <b>Visual Communications</b>     |                    |

\*Not all GCC CTE programs are available in all of the public high schools.



# TRANSITIONAL PROGRAMS

**Our transitional programs sustain students and help them succeed.**

**GCC's College Access Challenge Grant Program** is in its fifth and final year of a grant cycle that targets "at-risk" middle and high school students to help steer them toward college and a sustainable career. The program served nearly 1,200 students this academic year. In addition to financial aid, leadership, and student success workshops, this year CACGP hosted more summer programs than ever before, and a first-time winter bridge program for 60 students over Guam's two-week Christmas break. Approximately 180 students received CACGP grant aid to attend college.



This year's CACGP highlights included:

College Access & Community Resources Fair Feb. 22 at Micronesia Mall

CACGP Senior Banquet for graduating college-bound seniors April 12

Summer Bridge Program

Renewable Energy Summer Program

National Transportation Safety Institute (U.S. Dept. of Transportation) Middle School Summer Program

Summer Construction Academy

Winter Bridge Program



CACGP joined with GDOE and UOG to present a College and Career Readiness Summit March 18 – 20. Approximately 120 students from Guam's public middle and high schools visited GCC and the University of Guam to experience various programs, learn about career choices, and find out how to afford college.

## **TRiO Project AIM**

This year, 168 students joined GCC's Project AIM program. This federally-funded TRiO Student Support Services Program provided these students with the academic and personal support necessary to help them graduate and transfer to a four-year institution.

The Project AIM award ceremony on May 9 celebrated the graduation of 19 students in the program. Many are transferring to the University of Guam to earn their 4-year degrees.



# ADULT EDUCATION



GCC's Adult Education program helped 14 students earn their Adult High School diploma in 2014, and 96 people to earn their GED®. Adult Basic Education enrollment for fall 2013 stood at 588 students, with 216 completers; AHS enrollment was at 51 students; and 91 students enrolled in our English as a Second Language program last year.

The annual Adult Education conference in March highlighted the services available and encouraged Adult Education students to explore career paths and job opportunities. Service learning projects conducted by the Adult High School Student Organization included preparing dinner for clients of Kamalen Karidat, the homeless soup kitchen, and presentations to John F. Kennedy High School students about staying in school.

*"I dropped out of John F. Kennedy High School at age 16. When I turned 20, I decided to go to GCC. I originally enrolled to get my GED, but I changed my mind because I had something lacking in my life, so I switched over into the Adult High School Diploma Program. The instructors and counselors*

*I had were very helpful, encouraging and inspirational. Two individuals who significantly impacted my life are Patricia (Mrs. Patty) Terlaje and Ava Garcia. I came to GCC with a small mind and so much darkness because of my past. Mrs. Patty was my counselor and Mrs. Ava was my instructor for Student Success in fall 2013. Meeting these two powerful, inspirational women made me open up and realize the world. I consider them as two of the five people I would meet in heaven.*

*When I think of GCC, I think of it as the place I was born. I found myself through the darkness in my life with the help of the GCC community. Through the student organizations, I have learned to work with many different people with many different attitudes in many different scenarios. I took advantage of Project Aim, College Access, the free tutoring, Work Study, and scholarships.*

*I am currently majoring in Education. After I graduate from GCC, I plan to pursue my BA in Education, then eventually my Masters in Education at the University of Guam. I want to become a teacher because I believe that giving back to your community is important. When I earn my Associates Degree I can honestly say I'm going to miss the warmth that I feel when I walk through the campus."*

Adrian Davis  
2014 Adult High School graduate  
Student, GCC AA Education program

## Adult Education Program Year 2013-2014

	Enrolled	Completers
Adult Basic Education	588	216
Adult Secondary Education	51	20
English as a Second Language	91	46
<b>Total</b>	<b>730</b>	<b>282</b>

# APPRENTICESHIP

Sustainability is the goal of GCC's flourishing Apprenticeship program. As of September 2014, 459 apprentices from 54 island companies and 13 government agencies are pursuing their journey worker certificates. This federal program provides employees with on-the-job training and course work under the guidance of the U.S. Department of Labor, Office of Apprenticeship, in conjunction with GCC and the apprentice employer. Most apprenticeships run for two to four years. H-2, or foreign worker fees paid to the local government fund the apprentices' courses and books. The Guam Registered Apprenticeship Program pays for half of the apprentice's salary while he/she is in the program, plus medical/dental insurance, and any protective gear required for the job. In addition, the business supporting the apprentice receives a tax credit under Guam law. Apprenticeship program employers also participated in this year's Keep Your Guard Up program, hiring nearly two dozen soldiers that completed the fast-track program courses.

Cabras Marine Corporation is one of the newest GCC apprenticeship companies and one of the fastest-growing, with 76 apprentices – several of them from the Keep Your Guard Up program.

*"We are passionate about workforce development here at Cabras Marine. We have to be, because the average age of our workforce is over 60 years old. Right now, we have 76 apprentices, but with the amount of work that is anticipated to come with the military buildup, our goal is to increase our number of apprentices to around 400."*

Joe Cruz, Cabras Marine Corp. President/CEO



*"I really love my job. I get to come to work every day and play with fire, and there are a lot of good people around me."*

Zachary Agamon, 23  
Welder Apprentice,  
Cabras Marine Corp.



# CONTINUING EDUCATION

## Sustainability through Continuing Education

In addition to the successful Keep Your Guard Up program, GCC's Office of Continuing Education and Workforce Development offered Health Certificate, Basic Project Management, Procurement Training, and other courses to a total of 11,770 students this past year, providing them with the professional training they need to become more sustainable.

Five of those students were in the HATSA program at the Department of Public Health. They completed the Allied Health Dept.'s special project class for Med-Term, Basic Life Support, and Nursing Assistant classes on Feb. 26, enabling them to get sustainable jobs as nursing assistants.

CEWD opened two more Community Access Points (CAPs), one in the village of Tamuning in May, and the other in Talofofu in June. The CAPs provide unemployed or under-employed villagers with access to KeyTrain, the free training component of WorkKeys, the nationally recognized skills assessment program that leads to a National Career Readiness Certificate. CAPs are a partnership between GCC, the Guam Contractors Association, the Guam Chamber of Commerce and the Mayors' Council of Guam. CEWD also worked with the Guam Fire Department to implement the Fire Science Professional Career Certification Training Program, designed to bring 230 of our local firefighters up to ProBoard National Standards.

CEWD also has implemented WorkKeys in five of Guam's six public high schools (WorkKeys is being introduced at Tiyan, Guam's newest high school, during AY 2014-2015). As of May 2014, 543 high school students had worked on KeyTrain, with 419 earning either a Bronze, Silver, or Gold

level National Career Readiness Certificate. A total of 293 seniors graduated with NCRCs - further proof of their skills and employability!



Joshua Camacho was hired by Cabras Marine Corp. as a machinist apprentice after completing the Keep Your Guard Up program. He is working with journey worker Cameron Calfora (on right), measuring the diameter of a propeller shaft strut bearing.



# FACULTY NEWS

Whether teaching classes or serving on one or more committees, the 114 full-time faculty members at GCC devoted many hours to student success. Committees such as the Committee on College Assessment and the Learning Outcomes Committee met throughout the academic year to provide workshops, discuss assessment information for accreditation, or evaluate curriculum documents. GCC Faculty held a Student Convocation on November 7, to assist undecided students with declaring a college major. The theme for Fall Semester 2014 Convocation, "Back to Basics," brought faculty and administrators together to focus on GCC's main goal – student success.

## Faculty Milestones

Congratulations to **Dee Manglona, RN**, Allied Health Dept. chair, and **Barbara Mafnas, BSN**, Medical Assisting program director, for their induction into the Guam Nurses Honor Society on May 31. Also, congratulations to Barbara for her Honorary Nursing Practice in Nursing/Allied Health Education Award for "Exemplary Nursing Achievement" from the Guam Nurses Association (and for earning her BSN from Chamberlain School of Nursing in December). Congratulations to **Theresa Datuin** for earning her Ed.D. in Organizational Leadership from Argosy University.



## 2013 Government of Guam MagPro winners:

Employee of the Year:

**Patricia Terlaje, Adult Education Counselor**

Excellence in Higher Education:

**Dr. Jay Sunga, Assoc. Professor of Science**

Inspiration & Encouragement Award:

**Barbara Mafnas, BSN,**

Medical Assisting Program Director

## 2013-2014 Faculty Senate

**Robin Roberson, President**

**Jose Munoz, Past President**

**Anthony Roberto, President-Elect**

**Norman Aguilar, At Large Member**

**Troy Lizama, At Large Member**



GCC Nurse Eva Marie Mui has come full circle: After graduating from GCC's Practical Nursing program and earning her LPN, she worked in the private sector for several years before being hired this year as a nurse in GCC's Health Center.

# STAFF NEWS



The 95 people who comprise the GCC staff continue to be very involved in sustaining the College mission, whether through their jobs assisting students, faculty, and administrators, or through activities such as Mes Chamorro in March or Staff/Admin Development day in June, or helping to organize the annual GCC Labor Day Picnic in September.

Frank Camacho, MIS administrator, and Jeff Fabro, MIS Computer Technician, were honored on September 11, 2014, with the Employer Support of the Guard and Reserve's (ESGR) Patriotic Employer Award for GCC, "for Contributing to National Security and Protecting Liberty and Freedom by Supporting Employee Participation in America's National Guard and Reserve Force.

## 2013-2014 Staff Senate

**Elizabeth Duenas**, President  
**Johanna Camacho**, Vice President  
**Latisha Leon Guerrero**, Sec./Treasurer  
**Ana Mari Atoigue**, Member-at-large  
**Tamara Hiura**, Member-at-large  
**Catherine Anderson**, Member-at-large  
**Vivian Guerrero**, Member-at-large  
**Donnie Lizama**, Member-at-large  
**Ken Bautista**, Member-at-large



## 2014 Assessment Award Winners

Best Administrative Unit Effort: **Materials Management Office**  
Best Assessment Model Award: 1st place: **Medical Assisting Program**  
2nd place: **Continuing Education & Workforce Development Office**  
Best Instructional Program (Postsecondary): **Automotive Service Technology Program**  
Best Instructional Course Assessment Award (Postsecondary): **SS & CJ Dept. courses**  
Best Instructional Program (Secondary): **Marketing Program**  
Best Instructional Course Assessment Award (Secondary): **Health Careers & Science Program**  
Best Student Services Effort Award: **Assessment & Counseling Office**  
Commitment to Assessment Award: 1st Place: **Health Services Center**  
2nd Place: **Learning Resource Center**  
CCA Choice Award: 1st Place: **A.S. in Criminal Justice**  
2nd Place: **Construction Trades Dept. courses**



# GCC FOUNDATION EVENTS



From left: Dr. Mary Okada, GCC President; Jimmy Pinaula; Lucy Tenorio; Lorraine Okada, GCC Foundation Board chair; and Greg Manglona, Par Excellence tournament director, celebrate Pinaula and Tenorio's first place finish in the 2013 Par Excellence Golf Tournament.

Each year the GCC Foundation raises money for capital improvements and bridge financing for College projects, and awards \$1,000 scholarships to ten different GCC students.

The 2013 GCC Foundation Par Excellence Golf Tournament drew over 100 golfers to the links at LeoPalace Resort. The team of Lucy Tenorio and Jimmy Pinaula took top honors, finishing with a score of 69.2. The annual tournament raises funds for scholarships for GCC students and for CIP projects on the GCC campus.



On Oct. 26, GCC invited approximately 75 of its closest friends and benefactors to a leadership dinner at the Westin Resort Guam to say "thank you" for supporting GCC. Among them were Lou Leon Guerrero, Bank of Guam President/CEO, Mrs. Eugenia Leon Guerrero, and Jesse Leon Guerrero.



GCC Foundation Board member Carline Bukikosa was among the organizers of "A Night with Friends of GCC" sponsored by GCC Retired Faculty/Staff/Friends on July 10 at the Agana Heights Elks Club. Thank you, retirees!!!



GCC's annual President's Parade of Shoes drew nearly 100 people to the MPA on Feb. 8 to celebrate funky, far-out footwear and raise scholarship money for the GCC Foundation. Culinary Arts students prepared awesome, mouth-watering hors d'oeuvres and GCC Talent Club students performed. Daniel Okada, Marlana Montague, Emelianne

Guerrero, Christine Sison (shown), and The Purple Machine (think better half of the prez!) won the shoe contests.

# SCHOLARSHIPS

On May 2, 2014 in the rotunda of the Learning Resource Center, GCC handed out its largest scholarship amount to the largest single group of recipients in the college's history, when 18 students were awarded a \$2,500 scholarship each from the Asian & Pacific Islander American Scholarship Fund. GCC is excited that so many students applied for, and received, this scholarship.

The College and our students are greatly appreciative of all the generous benefactors that donated money to help fund our students' education this year.

**Aklan Association of Guam Scholarship**

**Association of Government Accountants Scholarship**

**GCC Foundation Scholarships**

**First Hawaiian Bank/Guam Business Magazine Businesswoman of the Year Scholarships**

**First Hawaiian Bank John K. Lee, Jr. Scholarship**

**Fonterra Scholarships**  
(Fonterra, New Zealand's largest dairy company, donated 100 chef's coats and a scholarship package to GCC Culinary Arts students this year.)

**Japan Air Lines Scholarship**

**Laguna Association of Guam Scholarship**

**Micronesian Brokers Incorporated Culinary Arts Scholarship**

**Western Visayas College of Science & Technology Alumni Association Guam Chapter Scholarship**





# DANGKOLU NA SI YU'OS MA'ASE'

## **Guam's Circle of Workforce Leaders**

Bank of Guam

## **Visionary Circle of Friends**

Lourdes Leon Guerrero  
Hawaiian Rock Products  
TakeCare Insurance

## **Circle of Leadership**

Daniel and Almeda Okada  
David and Mary A.Y. Okada, Ed.D.  
Dorothea O. Toves  
George and Doreen Pereda  
Jose and Dolores B. Bello Family  
Manuel B. & Maria L.G. Flores & Family

## **Circle of Partners**

John K. Lee, Jr. / First Hawaiian Bank

## **Circle of Supporters**

Micronesian Chef's Association

## **Circle of Builders**

Asian & Pacific Islander American Scholarship Fund  
Bank of Guam  
Cabot Mantanona, LLP.  
Carmen Kwek Santos, CPA  
Cengage Learning  
Elizabeth J. Duenas  
Guam Business Magazine/First Hawaiian Bank  
Businesswoman of the Year Scholarship  
Guam Society of America  
Juan Flores, Ph.D.  
Kelly Bell  
Morgan Stanley  
R. Ray Somera, Ph.D.  
Soroptomist International-Marianas Scholarship  
South Pacific Petroleum Corporation (SPPC)  
SKAL Club of Guam Lodging Management Program Scholarship  
Taniguchi Ruth Makio Architects (TRMA)  
Tiffany Tam  
Victor Rodgers

## **Circle of Students/Alumni**

AGA Guam Chapter Scholarship  
Aklan Association of Guam  
ASC Trust  
Ava Garcia  
Calvo's SelectCare  
Christine Sison  
Coast 360  
Community First  
Danilo Philbert Bilong  
Data Management Resources  
Deloitte and Touche, LLP  
Dennis Santo Tomas  
Doris Perez  
Duenas, Camacho Associates, Inc.  
Edwin Limtuatco  
Eleanor Damian  
Elizabeth Aquino  
Esther Rios  
FEATI University Association of Guam  
Federation of Pangasinanes of Guam  
Fermina Sablan  
First Hawaiian Bank  
Galaide Group, LLC  
Gil Yanger  
Greg Manglona  
Guam Fast Foods, Inc.  
Guam Premier Outlet (GPO)  
Hotel Nikko Guam  
Huan Hosei  
Jayne Flores  
Jennifer Artero  
JJ Global Service  
JMI  
Joann Waki Muna, SPHR  
Joleen Evangelista  
Laguna Association of Guam  
LYON Associates, Inc.  
Marianas Electronics/SolCom  
Mid Pac Far East  
M-80 Systems  
Nissan Motor Corporation in Guam  
PacSports  
QPT3 Scholarship – Quichocho, Pangelinan,  
Taison/Tenorio Familia Scholarship

# FOR YOUR SUPPORT OF GCC!

Sarah Leon Guerrero  
Staywell Insurance  
Tara Rose Pascua  
University of the Philippines Alumni  
Association of Guam  
Western Visayas College of Science  
and Technology Association of  
Guam Scholarship

Sandcastle Guam  
SPPC/76  
ST Corporation  
Sunny's Total Image Salon  
Tango Theaters  
Tri-Vision Media  
Underwater World

## In-Kind Donations

3M Guam  
Advanced Management  
AM Insurance  
Ambros, Inc.  
BCS Café  
Bonnie Mae Datuin  
City Hill Inc.  
Cosmos Distributors  
Delta Airlines  
Fiesta Resort Guam  
Foremost Foods/Coca-Cola Beverage  
Co. (Guam), Inc.  
GCC / AFT Faculty Union  
GCC Class of 1981  
GCC Culinary Department  
GRMC  
GTA Teleguam  
Guam Bakery  
Guam Fast Food Inc.  
Guam Fishermen's Co-op  
guamgolfers.com  
International Distributors Inc.  
LeoPalace Resort Guam  
Mandara Spa  
McDonald's Guam  
Micronesia Brokers Inc.  
MidPacific Distributors, Inc.  
National Office Supply  
Hotel Nikko Guam  
Nine West  
Nissan Motor Corp., Guam  
Onward Resort Guam  
Pacific Charlie  
PacSports  
Payless Supermarkets  
Pepsi



Mrs. Anna Kao and President Okada at the GCC Leadership Dinner on Oct. 26 at the Westin.



From left: Ferna De LaPena, secretary, WVCST Alumni Assoc. Guam; William De LaPena, past president; Dr. Mary Okada, GCC president/CEO; Fely Dy, vice president; Fel Jurinario, board member; Nilfa Milan, president; Juanito Milan, member; Bert Jurinario, past president; and Joe Saloma, public relations officer, pose with a ceremonial check for the annual \$500 scholarship donation by the Western Visayas College of Science & Technology Alumni Association Guam chapter on April 9.



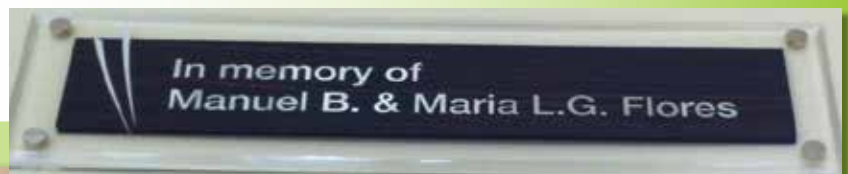
# NAMING OPPORTUNITIES



Since 2009, GCC has added three new and two renovated buildings to our campus:

- Anthony A. Leon Guerrero Allied Health Center(2009)
- LEED-gold Learning Resource Center (2010)
- Student Center (2011)
- LEED-silver Foundation Building (2012)
- Building E (the former Building 200, ribbon cutting in December 2014)

We thank the family of the late Anthony A. Leon Guerrero for their generous donation in naming our Allied Health Center, and we invite others to take advantage of the naming opportunities for these buildings. A naming opportunity affords families a means to provide a lasting legacy while promoting a better future for our island community. Classrooms, labs, lecture halls and other facilities on campus can also be named. Call the GCC Development & Alumni Relations Office at 735-5516/5554 for more information about this opportunity to make a difference on our island in a unique and enduring way.



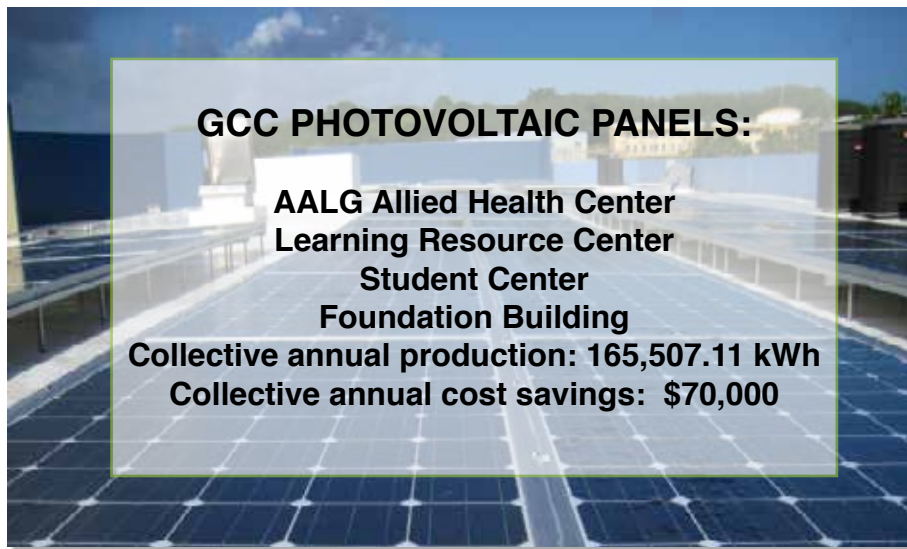
*"Very often we forget where our assets come from. This donation to GCC in my grandparents' name is a way to say thank you to them for what they left for their heirs."*

Former Lt. Governor Frank Flores Blas, who gathered with his family and relatives on December 5, 2013, in what is now officially known as the Manuel B. and Maria L.G. Flores Rotunda of the GCC Learning Resource Center, to honor the memory of his maternal grandparents, the late Manuel B. and Maria L.G. Flores (familian Undi).

# PHYSICAL CAMPUS UPDATE

## Adding sustainability to the campus

To increase campus sustainability even further this year, GCC's new sustainability coordinator, Francisco Palacios, conducted a simple analysis of the campus PV systems' yearly production and cost savings based on actual production. The analysis estimated GCC to be producing an annual 165,507.11 kWh or 165.5 megawatt hours with yearly cost savings at an estimated \$70,000.



Additionally, upgraded recycling stations are now located around the campus, allowing the campus community to become actively involved in our sustainability effort!

The U.S. Green Building Council awarded LEED Silver certification to the renovated Foundation Building in April 2013. The building's LEED features include photovoltaic (PV) panels on the roof, a rainwater catchment system, digital temperature controls, energy efficient lighting and windows, furniture made of recyclable materials, and tiles recycled from the original building.

The former Building 200 has been undergoing renovation and expansion since July 2013. Building "E" is slated to be GCC's third LEED-certified structure. The two-story, 22,600 sq.ft. concrete structure contains 10 classrooms/labs, a study room and an exercise room. The building's LEED features include solar panels, a rainwater catchment system and other sustainable features. It is scheduled to open for spring semester 2015 classes.

As part of the updated Campus Physical Master Plan that is aligned with ISMP 2014-2020, groundbreaking for the next renovation/expansion project - Building 100 - is slated for 2015.



# GRANTS & LOANS

## Sustaining the campus with outside funding



Guam Community College continues to sustain its student and campus growth by securing federal and local grant funding to pursue Capital Improvement Projects and obtain funding and equipment for programs. Collectively over the past five years, GCC has garnered well over \$24 million in both federal and local support for upgrades, equipment and construction projects.

For Fiscal Year 2013-2014:

GCC received a three-year Plus 50 Encore Completion Grant from the American Association of Community Colleges to develop more services for students 50 years and older. In October 2013, GCC used the first year grant amount of \$6,000 to offer a Medical Coding and Billing ICD-10 Boot Camp for residents 50 years old and up. Ten individuals took advantage of the boot camp to start new careers in the medical coding and billing field. Year two of the grant offers \$5,000 to enhance medical coding and billing training for the over-50 workforce, due to new regulations in this very sustainable field.

The U.S. Department of the Interior awarded GCC a grant of \$337,344 for collateral furniture and equipment for the newly renovated/expanded Building E (the former Butler Building 200).



The U.S. Department of Transportation awarded GCC a grant for a three-week National Summer Transportation Institute for high school students. The grant allowed participating high school seniors to experience the various fields within transportation and talk to professionals in the field.

GCC's College Access Challenge Grant Program was awarded \$1,425,000 for its fifth and final year of the grant.

As the state agency for Perkins Career & Technical Education grants, GCC awarded \$952,231.92 in CTE grants this year. Grant award highlights include:

GCC "Visual Communications Video Enhancement Effort for Postsecondary": \$118,408.00;

GCA Trades Academy's "Computer-Assisted HVAC Simulator Laboratory for Postsecondary": \$34,780.00;

GDOE "A Business Technology-Assisted Workforce Preparation Project": \$61,260.15;

GCC "Integration of Health Informatics into the Medical Assistant Program": \$193,185.00; and

GCC "Marine & Terrestrial Conservation Enforcement Academy Equipment" for \$348,499.00.

# FINANCIAL UPDATE

## Financial Sustainability

It's becoming a proudly sustainable routine that in March of each year, independent auditors give GCC a clean bill of financial health. This year, Deloitte & Touche LLP issued its 13th consecutive unqualified "clean" opinion on GCC's FY 2013 financial statements and its compliance and internal controls. The OPA made special note of conservation measures that allowed the institution to realize \$70,000 in utility savings. "GCC is to be commended for its initiative in energy conservation," the report states.

*"The FY13 audit report shows the college's continued efforts to maximize resources and maintain its accountability and transparency to the island community. We acknowledge and thank all our employees for their hard work and efforts to help ensure that GCC maintains its low-risk status."*

**Carmen K. Santos, CPA**  
**GCC VP of Finance & Administration**

*"We are very grateful to the senators of the 32nd Guam Legislature and the administration of Gov. Eddie Calvo for their support of our operations here at GCC, and to our Board of Trustees and our Foundation Board of Governors. We could not fulfill our workforce development mission and the initiatives in our Institutional Strategic Master Plan without them. We have a great team of professionals here at GCC. Our success in maintaining our low-risk status is definitely a team effort as far as educating employees on the processes and accountability guidelines."*

**President Okada**

### Citizen Centric Report

GCC Accounting 212 students again assisted in the production of the legally required Citizen Centric Report during spring semester 2014. The report is due to the Guam Legislature in May, so students work with the GCC Finance & Administration Division and the Office of Communications & Promotions to prepare the report. This fiscal year, their efforts again garnered the College third place in the annual CCR report contest sponsored by the Association of Government Accountants, Guam Chapter.

**GCC**  
GUAM COMMUNITY COLLEGE  
Katherine Kusanaldi Guahan

**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.

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

**Did you know?**  
GCC enrollment has increased every year for the past seven consecutive years.

**About GCC**

**Fiscal Year 2013** Published May 2014

## Guam Community College A Report to Our Citizens

**About GCC**  
Guam Community College, located in the village of Mangilao, offers associate degrees and certificates in 29 fields of study. GCC also offers 10 progressive secondary career and technical education (CTE) programs in Guam public schools, in addition to adult and continuing education, and community and specialized training, as dictated by community and industry needs. Our programs are delivered on campus, in satellite programs at Guam's public high schools, at mayors' offices and onsite at businesses as needed. The College also serves as the State Board of Control for Vocational Education.

**2013 Highlights**

- 13th consecutive clean audit
- Published 2nd Institutional Strategic Master Plan (2014-2020)
- One of 38 colleges nationwide to be designated "Best for Vets" by Military Times EDGE Magazine
- First three program-to-program articulation agreements signed with University of Guam
- Opened fully renovated Foundation Building in November 2012
- 4th consecutive placement on President's Higher Education Community Service Honor Roll
- Record enrollment - 2,661 postsecondary students

**Did you know?** GCC is fully accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC)

### Institutional Strategic Master Plan 2014-2020

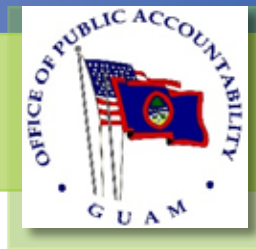
**Goal 1: Retention and Completion**  
Strengthen and improve curriculum and educational delivery to provide a student-centered educational experience that fosters retention and completion to prepare our students for engagement in a global workforce.

**Goal 2: Conductive Learning Environment**  
Transform the campus into a facility conducive 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**

# GUAM COMMUNITY COLLEGE

## FY 2013 FINANCIAL HIGHLIGHTS



March 7, 2014

The Guam Community College (GCC) closed Fiscal Year (FY) 2013 with a \$3.2 million (M) increase in net position (net income), which is an increase of 35.5% or \$829 thousand (K) from its FY 2012's \$2.3M increase in net position.

Independent auditors, Deloitte & Touche, LLP, delivered unmodified (clean) opinions on GCC's FY 2013 financial statements and reports on compliance and internal controls. No material weaknesses or significant deficiencies were identified. GCC is to be commended again for having maintained its qualification as a low-risk auditee for the 13th consecutive fiscal year. Additionally, no Management Letter was deemed necessary.

### **Decrease in Total Revenues**

Overall, total revenues amounted to \$36M in FY 2013, which is a \$3M decrease from the \$39M earned in FY 2012. Although income from Student Tuition and Fees, Auxiliary Enterprises, and Other Revenues increased in FY 2013, GCC's net operating revenues decreased by \$2.7M from \$21.3M in FY 2012 to \$18.7M in FY 2013. This was mainly attributed to the decreases in Federal and Government of Guam (GovGuam) Grants and Contracts. Federal Grants and Contracts decreased by 29.4% or \$4.9M from \$16.6M in FY 2012 to \$11.7M in FY 2013, while GovGuam Grants and Contracts decreased by \$50K from \$403K in FY 2012 to \$353K in FY 2013.

Contributions from the United States Government decreased by 62.2% or \$2M from \$3.2M in FY 2012 to \$1.2M in FY 2013. The decrease in Federal revenue is attributed to the completion of projects related to the American Recovery and Reinvestment Act (ARRA) in the first quarter of FY 2012 and the receipt of remaining ARRA funds in the beginning of FY 2013. On the other hand, Appropriations from GovGuam increased by 11% or \$1.6M from \$14.6M in FY 2012 to \$16.2M in FY 2013.

### **Decrease in Operating Expenses**

Total operating expenses decreased by \$3.9M from \$36.6M in FY 2012 to \$32.7M in FY 2013. The largest decreases in expenses were for Scholarships and Fellowships, Academic Support, and Operations and Maintenance of Plant. Expenses for Scholarships and Fellowships decreased by \$3.4M from \$8.4M to \$4.9M, primarily due to the timing and payment of scholarships. Academic Support decreased by \$568K from \$2.8M to \$2.2M.

The \$595K decrease from \$2.5M to \$1.9M in Operations and Maintenance of Plant was largely attributed to the \$574K decrease in Contract Services due to the fiscal conservation measures implemented by GCC in FY 2012. Aside from the reduction of contractual operating costs for maintenance, grass cutting, telephone, and insurance, GCC also employed measures to save power.

Since the completion of its energy audit in February 2011, GCC has identified and implemented lighting retrofits, standardized temperature settings, and other energy conservation measures, which resulted in the \$70K decrease in Utilities from \$1.4M in FY 2012 to \$1.3M in FY 2013. GCC is to be commended for its initiative in energy conservation.



Expenses for Instruction increased by \$1.1M from \$11M in FY 2012 to \$12.1M in FY 2013, mainly due to the \$1.07M increase related to special project courses.

### **Manpower Development Fund**

Due to the decline in the construction industry and the delay of the military buildup, the actual collections from the Manpower Development Fund (MDF) were 47% or \$793K less than FY 2013 appropriations. The MDF is used to support the apprenticeship programs, which served 492 apprentices over 93 active employers in Fall 2013, in comparison to the 386 apprentices over the 80 employers in Fall 2012.

### **Merit Bonus**

GCC assessed the impact of the merit bonus law (Public Law 21-59) and paid out \$77K subsequent to September 30, 2013.

### **GCC Foundation**

The GCC Foundation (Foundation) is a legally separate, tax-exempt, public benefit corporation that is a component unit of GCC. As of FY 2013, the Foundation had a

total net worth of \$8.5M, which is an increase from its net worth of \$7.6M in the previous year. Investments by the Foundation increased by \$1M from \$7.8M in FY 2012 to \$8.8M in FY 2013. The Foundation closed FY 2013 with an increase in net position (net income) of \$811K, which was a decrease of \$195K from the prior year's \$1M. Fundraising contributed to the decline as net Fundraising income decreased by 93% or \$208K from \$224K in FY 2012 to \$16K in FY 2013.

### **Future Outlook**

GCC currently provides career and technical education programs for students in five of the high schools: George Washington, John F. Kennedy, Southern, Simon Sanchez, and Okkodo. However, the establishment of Career and Technical Education Courses at the new, upcoming high school at the Tiyan property would require funding (for personnel and equipment) that is not in GCC's FY 2014 budget.

For more details, refer to the Management Discussion and Analysis in the audit report at [www.guamopa.org](http://www.guamopa.org) and [www.guamcc.edu](http://www.guamcc.edu).

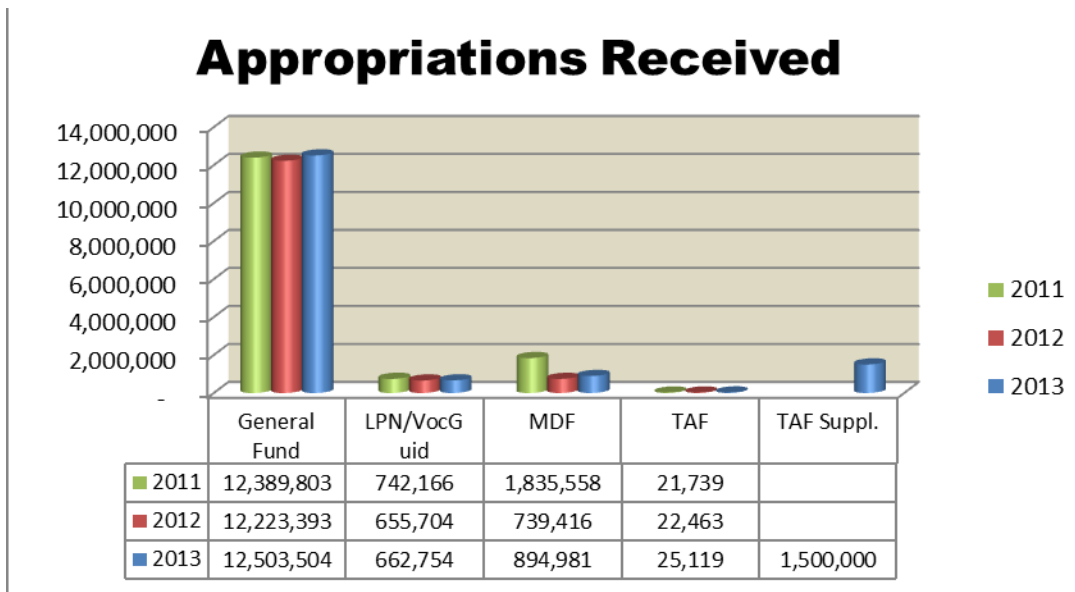


GCC's Finance & Administration Division, headed by GCC Vice President Carmen K. Santos, CPA, is responsible for the College's 13th consecutive clean audit for FY 2013.

Fiscal year 2013 proved to be a tough year financially for the College as continued restrictions were placed on local and federal funding. Challenges continue throughout the Government of Guam in 2013. The College implemented restrictions on institution spending as local general fund appropriations covered a majority of salaries and benefits. Although federal sequestration did not have a significant impact on the College, it brought concerns for continued funding student financial aid programs and federal student service programs throughout the College. In 2013, the Board of Trustees approved the 2011-2015 Physical Master Plan. Included in this plan is the Institutional Strategic Master Plan, Facility Master Plan, the Enterprise Architecture, the Information Technology Strategic Plan, and the 5 year Resource Plan.

Continuing challenges with the Government of Guam financial issues combined with the delay in the military buildup caused financial woes throughout the Government of Guam. At the beginning of FY13, the GovGuam Bureau of Budget and Management Research (BBMR) imposed a 15% reserve on all appropriation funds for all government agencies. For GCC, this amounted to a \$2,357,890 reserve. Subsequently, BBMR released 9% of General Fund appropriations totaling \$1,260,600. Additionally, there were allotment shortages made to the Manpower Development Fund (MDF) that directly correlates to the number of H-2 workers on Guam. Due to the decline in the construction industry and the delay of the military buildup, the actual collections from the MDF were 47% or \$793,467 less than the appropriation of \$1,688,448. The Legislature and the Governor acknowledged the shortages in the MDF funds with the passage of PL 32-061 (Bill 84-32) providing an additional \$1,500,000 from the Tourist Attraction Fund. In total, GCC saw an overall increase of 2% from the General Fund and 21% from MDF appropriations.

Appropriation levels remained stable in FY13 as compared to FY12 due to the Governor's fiscal responsibility plan of fiscal management and prioritization and cost savings. Additionally, the Government of Guam had two bond issues totaling \$350 million to help pay off years of unpaid tax refunds. These bonds were used to repay prior year taxpayer refunds, retiree cola payments, and retirement liabilities. The bonds issued are the result of the economic challenges facing Guam including the many years of extended government overspending, rising utility costs, rising costs of imported goods and products, unpaid tax returns, overdue vendor liabilities, and unfunded local and federal mandates.



The College was able to maintain its fiscal accountability and manage the increased student enrollment, through the management of its available resources. The College continues to budget wisely and allocates financial resources to obtain maximum benefits. Additionally, the College implemented fiscal conservation measures through the reduction of contractual operating costs for maintenance, grass cutting, telephone, and insurance. Power conservation measures were implemented with the standardized temperature settings and installation of PV parking lights and in newly constructed buildings.

Continued federal discussions to reduce the overall deficit did not reduce the amount of Pell funding as Pell for AY 2012-2013 remained stable at the maximum full time award of \$5,550 per student per academic year. The AY 2013-2014 maximum Pell award increased to \$5,645 or \$95. Pell grants make up approximately 64% or \$4,977,371 of students' tuition and fee payments. This is an 11% decrease from 2012 where 75% or \$5,060,154 of students' tuition and fees were paid with Pell grants.

The College continues to seek and apply for additional funding resources through grants and loans. The College received additional funds during the year through various federal and local grants. The ability of the College to source and receive additional resources through federal and local grants greatly shows its fiscal responsiveness and management of different funding sources.

- GCC received \$1,454,306 Federal Emergency Management Pre-Disaster Mitigation Competitive sub-award for the procurement of professional services and materials to structurally fortify and harden Building 200.
- GCC was a sub-recipient of a DOI Technical Assistance Program grant of \$227,750 for the architectural and engineering design of the renovation of Building 100.
- GCC was a recipient of an American Association of Community Colleges Plus 50 Encore completion Program Grant of \$6,000 to enhance and expand workforce training in Medical Billing and Coding fields.
- GCC was the sub-recipient of an Area Health Education Center Cooperative Agreements under Guam Micronesia Area Health Education Center amounting to \$160,512. The sub-grant allows the college to develop and conduct training to meet the health workforce needs.
- The Citi Foundation awarded a \$30,000 grant to GCC. This allowed approximately 30 high school seniors to receive academic instruction in English, Reading and Math over the summer. Several of these students went on to enroll in the College's postsecondary programs.
- The College Access Challenge Grant was awarded for its fourth year amounting to \$1,500,000. The funds will be used to implement activities and services for students who may be at-risk of not enrolling or completing postsecondary education. The grant will improve access to, or participation in, postsecondary education and college retention.
- The College was the recipient of a \$6,500 grant from Clark Atlanta University for faculty professional training on solar energy and the purchase of supplies and materials for hands on training.
- The College was the recipient of an Island of Opportunity Alliance – Louis Stokes Alliance for Minority Participation sub-award for \$18,318. This sub-award allows the College to hire teaching assistants and tutors for math and science programs; allows the College to host a summer student conference; funds STEM area exploration; and organization of a STEM awareness day at the College.
- GCC was the recipient of \$100,000 from the TakeCare Foundation to support faculty professional development, equipment, medical supplies, and student scholarships.

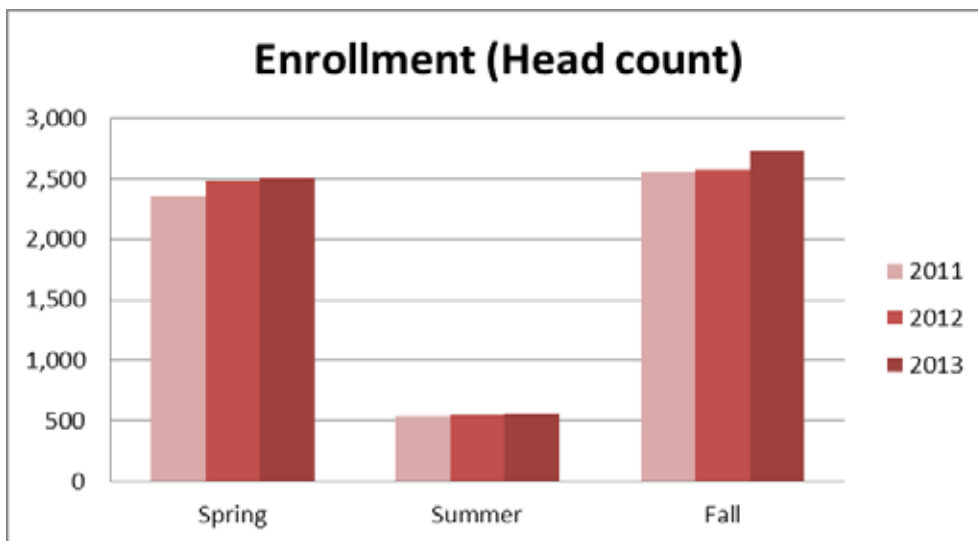
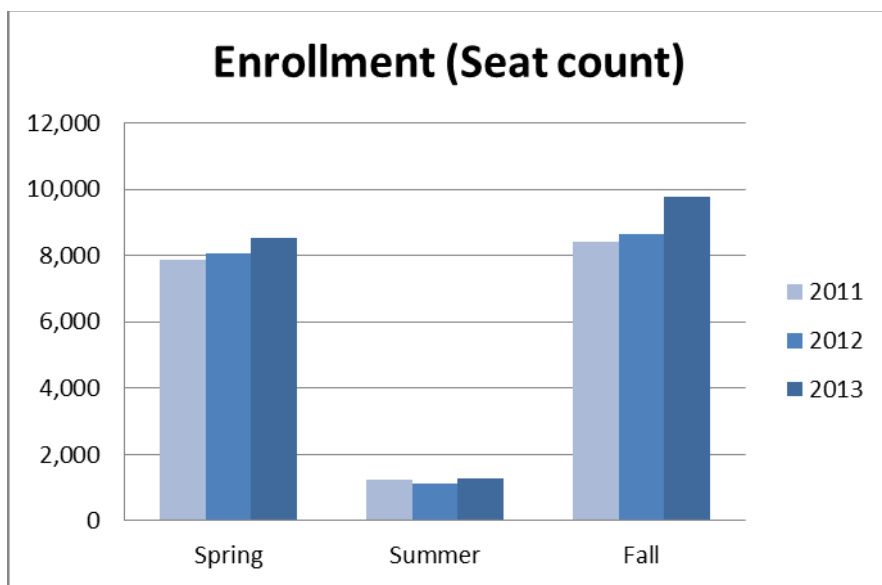
The College operated with 246 full time personnel positions. This does not include adjunct faculty members hired to teach additional postsecondary courses. The College's Government of Guam local appropriation funds are used to provide personnel costs at the College campus and at the five secondary high schools and the post-secondary programs. The College continues to receive funding for the Licensed Practical Nursing (LPN) and Vocational Guidance programs. The LPN program addresses the island's continued need to develop and train students for the Allied Health fields. The additional funding also places Vocational Counselors in each of the five public high schools to provide information to students about the career and technical opportunities



available to them from the College. Also, the College receives funds from the Manpower Development Fund to support the apprenticeship programs which served 492 and 386 apprentices over 93 and 80 active employers in Fall 2013 and 2012, respectively. This is an increase of 27% of apprentices in the program as compared to the previous year.

Tuition at GCC is currently at \$130 per credit hour. The last increase occurred in Fall 2011 from \$110 to \$130 per credit hour. There was no change in tuition per credit hour in FY13 and there has been no request expected for FY14. However, programs seeking course fee increases go through the adjudication process. Overall, actual tuition revenues have increased due to increases in the number of students and classes during the academic year 2012-2013. As authorized by the Board of Trustees, 50% of the proceeds from the tuition revenue increases will be used to hire additional full time permanent faculty and 20% to hire staff and administrative positions. The BOT authorized 30% of the increase to be used for capital improvements to the campus and related operating expenses. Classroom improvements, technology lab upgrades and capital projects are funded through increases in tuition, technology and parking fees. Funds utilized in FY2013 for capital projects and technology fees were \$618,000 and \$342,000, respectively.

There were slight increases in the post-secondary enrollment seats and headcounts for the Spring 2013 and Fall 2013 of 1% and 6% respectively, as compared to prior 2012 semesters. This is mainly attributable to competitive tuition rates, increase of maximum annual allowable Pell awards, delays in the military buildup, and the decline in the economic environment. Based on prior trends, declines in the global economy usually lead to increases in post-secondary enrollment, as people tend to go back to school to obtain degrees so that they



can get higher paying jobs.

The College continues to provide career and technical education programs for students in five of the Guam high schools: GW, JFK, Southern, Simon Sanchez and Okkodo. The secondary high schools' enrollment remained stable from 2,368 to 2,350 students in SY11-12 and SY12-13, respectively. These programs included the Allied Health, Auto Body, Automotive Service, Construction, Electronics/Networking, Lodging Management, Marketing, Tourism, Education and Visual Communications. Not all programs are available at each of the high school locations.

### Overview of the Financial Statements and Financial Analysis

(all figures are in thousands)

#### Summary Statement of Net position

	<u>2013</u>	<u>2012</u>	<u>2011</u>
<b>Assets:</b>			
Other current assets	\$ 14,228	\$ 7,418	\$ 11,989
Accounts receivable – U.S.			
Government	2,600	4,916	4,322
Investments (noncurrent)	1,770	1,799	1,775
Capital assets, net	<u>33,494</u>	<u>32,709</u>	<u>27,267</u>
<b>Total</b>	<b><u>\$ 52,092</u></b>	<b><u>\$ 46,842</u></b>	<b><u>\$ 45,353</u></b>
<b>Liabilities:</b>			
Current liabilities	\$ 4,476	\$ 5,903	\$ 6,706
Non-current liabilities	<u>6,963</u>	<u>3,448</u>	<u>3,489</u>
<b>Total</b>	<b><u>11,439</u></b>	<b><u>9,351</u></b>	<b><u>10,195</u></b>
<b>Net position:</b>			
Net investment in capital assets	27,759	29,649	22,084
Restricted	1,883	1,887	1,833
Unrestricted	<u>11,011</u>	<u>5,955</u>	<u>11,241</u>
<b>Total</b>	<b><u>40,653</u></b>	<b><u>37,491</u></b>	<b><u>35,158</u></b>
<b>Total liabilities and net position</b>	<b><u>\$ 52,092</u></b>	<b><u>\$ 46,842</u></b>	<b><u>\$ 45,353</u></b>

The overall financial situation at the College improved as compared with prior year, mainly due to the fiscal conservation methods that were placed by the College. Accounts receivable amounts decreased due to the timely collection of GovGuam appropriations and federal grants by the end of the fiscal year. Additionally, the College implemented the system of dropping students for non-payment in Fall 2012. This has helped increase collections from student receivables. Investment balances remained steady as the markets were favorable and interest rates remained low. Increases in capital assets were due to the construction of the \$5 million Foundation Building completed in November 2012, with photovoltaic panels. Additionally, increases in construction in progress were due to the renovation and hardening of the Building 200 started in July 2013 with completion dates set for September 2014. The increase in non-current liabilities is mainly due to the \$3.5M USDA loan for the Foundation Building completed in FY2013.

Due to the constraints of College and University accounting, approximately \$5,935,140 in encumbrances incurred in fiscal year 2013 have yet to be reflected as expenditures in the accompanying financial presentation, but will be liquidated with 2013 net position. The increase in encumbrances is related to the ongoing construction of Building 200.

### Summary Statement of Revenues, Expenses, and Changes in Net Position

	<u>2013</u>	<u>2012</u>	<u>2011</u>
Operating revenues	\$ 18,652	\$ 21,307	\$ 18,283
Operating expenses	<u>32,676</u>	<u>36,602</u>	<u>32,195</u>
Operating loss	(14,024)	(15,295)	(13,912)
Nonoperating revenues	15,986	14,456	15,653
Capital contributions	<u>1,200</u>	<u>3,172</u>	<u>6,839</u>
Change in net position	3,162	2,333	8,580
Net position at beginning of year	<u>37,491</u>	<u>35,158</u>	<u>26,578</u>
Net position at end of year	<u>\$ 40,653</u>	<u>\$ 37,491</u>	<u>\$ 35,158</u>

### Statement of Cash Flows

	<u>2013</u>	<u>2012</u>	<u>2011</u>
Cash provided by (used in):			
Operating activities	\$ (12,488)	\$ (11,366)	\$ (9,118)
Noncapital financing activities	14,413	18,533	13,289
Capital and related financing activities	<u>1,158</u>	<u>(4,630)</u>	<u>(3,902)</u>
Investing activities	(1,971)	(24)	(17)
Net change in cash and cash equivalents	1,112	2,513	252
Cash and cash equivalents at beginning of year	<u>3,958</u>	<u>1,445</u>	<u>1,193</u>
Cash and cash equivalents at end of year	<u>\$ 5,070</u>	<u>\$ 3,958</u>	<u>\$ 1,445</u>

At the end of FY 2013 and 2012, the College recognized 7% and 4% increases in student tuition and fees due to increased student enrollment and seat counts. Federal revenue decreases were attributed to completion of the ARRA related projects in the first quarter of FY 2012 and receipt of remaining ARRA funds in the beginning of FY 2013. The net position of the College show an increase of approximately \$3 million for the current year. The \$3 million increase directly coincides with the \$1 million increase in capital assets from the completed construction projects, increased collection efforts, and cost saving measures implemented by the College to reduce operational costs. Local appropriation from the Manpower Development continues to decrease and the General fund remained constant. In fiscal year 2013, the College received approximately 94% of its local appropriations from the Government of Guam with the remaining subsequent balance received in FY14.

Pell grant expenditures decreased by 41% or \$3,449,433. Expenditure decreases correlate to \$2M of Program Year 12-13 Pell award recorded in FY 2012, resulting in a timing difference. Increased instructional costs were the result of increases in special projects offered and the associated expenditure. The actual full-time employee count increased by 7 employees, from 239 to 246, with an increased cost of \$455,455, due to increased benefit costs. Allotment releases remained stable and the College received on average 80% of its local appropriations throughout the year. The College remains committed to displaying fiscal responsibility in the management of its funds by operating within the prescribed authorized levels. Overall expenditures decreased due to the completion of the student center in FY12, decreased federal funds with completion of ARRA projects, and



increased enrollment that required adjunct hiring, equipment, and instructional supply costs.

### **Capital Assets and Debt Administration**

GCC's capital assets of \$33,494,299 as of September 30, 2013, included land, buildings and equipment. Increases in capital assets were due to the completion of the Foundation Building with costs totaling \$5M. Costs incurred for the construction of Building 200, A/E for Building 100, and the Gregorio D. Perez Crime Lab extension and classrooms were included in Construction In Progress. The renovation and construction of Building 200 is expected to be substantially completed by September 2014. The College has submitted its application for a \$5,000,000 Community Facilities Direct loan for the renovation and construction of Building 100 and the Gregorio D. Perez Crime Lab extension. In January 2013, the College paid in full the USDA Water Tank loan with principal and interest payments totaling \$266,272 for the year. The College remained current in the repayment of Learning Resource and Foundation Building construction loans from USDA and made principal and interest payments of \$116,376 and \$76,860, respectively, during fiscal year 2013. Please refer to notes 3 and 9 to the accompanying financial statements for additional information regarding GCC's capital assets and long-term debt.

Management's Discussion and Analysis for the years ended September 30, 2012 and 2011, is set forth in the College's report on the audit of the financial statements, which is dated March 4, 2013, and that Discussion and Analysis explains the major factors impacting the 2012 and 2011 financial statements and can be viewed at the Office of Public Accountability – Guam website at [www.guamopa.org](http://www.guamopa.org).

### **Economic Outlook for FY 2014**

The College continues to closely track the economic situation of the Government of Guam (GovGuam), as it receives in total 56% of its operational funding locally and 90% of the local appropriation is used for personnel costs. The College's FY14 appropriation for all funds increased by 7% or by \$1,027,072 (inclusive of \$850K MDF reserve) and with the passage of PL 32-068, GCC was exempted from BBMR allotment release control. The Manpower Development Fund collections will be monitored closely as collections have decreased significantly and the College has placed an \$850,000 internal reserve on MDF funds. Although the Government of Guam has been able to update its liability and significantly pay down overdue tax refunds and personnel liabilities, the College remains conservative in its allocation of resources. The economic recession and Government of Guam stretched resources, overspending, future bond payments, and unpaid liabilities continue to affect the government cash flow and funding availability. Although the College continues to seek additional funding from non-GovGuam sources, it still requires an increase in its base budget to grow and meet the future island demands on education.

As of February 18, 2014, the College has received 29% of its FY14 total appropriations from the General Fund, MDF, and the Tourist Attraction Fund (TAF). The College has received 4% of the Manpower Development Fund Appropriations to date. Collections from MDF are expected to remain at 2013 levels due to the declined construction industry and the deferred military buildup. In FY14, the College received an increase of 7% total appropriations as compared to FY13 levels. The General Fund appropriation is budgeted to fund salaries and benefits for full-time classified employees and approximately 64% of utility costs only. TAF funding covers limited amounts of essential College's operation contractual costs. The increase of appropriations is critical to cover increases in employee benefits, contractual, supplies, and other costs related to providing programs in both the secondary and post-secondary environments. Improvements in cash flow releases and exemption from BBMR allotment releases have allowed the College to forecast and plan for institutional needs and institute conservation measures. Adjustments have been made to department budgets and spending constraints have been placed on the entire College. Funds continue to be limited to essential instructional costs, contractual services, personnel costs, and utility costs.

The College takes its finances seriously and monitors its spending within the College's procurement process. The College's management team has weekly discussions of national and local economic conditions, and how such conditions will affect the Government of Guam's finances. Based on such discussions and projection of allotments to be received from the Department of Administration, adjustments to College department budgets will be made throughout the year. The College will continue to maintain fiscal accountability for the benefit of our students.

Guam Community College recognizes the job opportunities that will be created because of Guam's military expansion and growing community needs. In the First Hawaiian Bank 2012-2013 Economic Forecast for Guam, Dr. Ruane M., states the Guam economy is favorable and improving. The forecast indicated that tourism is rebounding. Also, although the military build-up will not be as large as originally anticipated, there are positive indications. The College is preparing for the on-going training needs for the immediate economic impact resulting from the island's increased military activity. Consequently, the valuable skills and higher incomes this military buildup brings to Guam provides opportunities for GCC to expand its programs and services, not only to its civilian community, but the direct and indirect associations that result from this base realignment project. GCC will partner with federal and local government entities as well as private sector businesses to ensure that Guam's workforce is able to take advantage of opportunities that are available through GCC's expansive information technology, allied health, construction & trades courses— which will include GCC's Construction Trades Boot Camp, Allied Health, Education, and other academic programs – offered at the College.

The Building 200 renovation project was awarded in April 2013 and is expected to be completed by September 2014. This project is for the hardening and renovation of building 200 and the addition of a second floor. Building 200 will house the Early Childhood Education, Education, Computer Aided Design and Drafting, and Survey Technologies programs. Over \$1.4 million in FEMA funds have been awarded for this project.

At the October 25, 2013 meeting, the Board of Trustees approved the \$400,000 funding of the architectural and engineering design fee for the Wellness Center and Maintenance Building construction project. The project is estimated to cost no more than \$4,500,000.

On January 10, 2014, the Board of Trustees approved the 2014-2020 Institutional Strategic Master Plan (ISMP) and the College's updated Mission Statement. The new Mission Statement reads, "Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training in Micronesia."

In the Spring of 2013, the Governor announced that a new high school would start in August 2014 at the Tiyan purchased property. The establishment of new Career and Technical Education Courses will require funding for personnel and equipment. The College will determine which programs will be offered.

In February 2014, The College launched the Keep Your Guard Up program and identified eight programs that returning Guam Army Reserve soldiers from Afghanistan can take to lead them to an industry certification. This is a joint effort with community partners that will affect over 150 underemployed and employed soldiers. Programs include Automotive, Electrical, A+ certification, Supervision and Management, Emergency Management Technician, HVAC, Heavy Equipment, and Welding.

The 2012 accreditation visit findings indicated that the College should develop a Distance Education Strategic Plan. In early February 2014, an Ellucian team came onto campus for one week of interviews with various constituents throughout the campus including student, faculty, staff, and administrators. A DE Strategic Plan draft is expected to be completed by April 2014. The College will use the plan as a guiding source of information for its future growth endeavors.

In line with PL 32-068, February 14, 2014 was the deadline to implement the Government of General Competitive Pay Plan (GCPP). The College continues to closely monitor the impact of the GCPP on its limited financial resources. Although legislated through public law, the amount allocated to GCC for the implementation of the GCPP will not be sufficient to cover the actual costs for implementation.

The College continues to collaborate with the U.S. Federal Government, the Government of Guam, Department of the Interior, and private sector businesses in Guam in identifying issues and developing solutions that relate to Guam's military buildup and the impact it will have on the Territory and the neighboring islands of Micronesia.

Other small capital improvement projects are planned for FY 2014, such as fire alarm system repair, A/C replacement, campus speed humps, security system installation, upgrading of electrical and line conditioning, purchase and insulation of a mass notification system, replacement of door locks and identification system, lighting replacements, safety issues, and ADA compliance issues. These projects address the repair and maintenance requirements needed to ensure student accessibility and safety, along with the security needed for our College's assets.

**Unrestricted and Restricted Fund Supplemental Schedule  
Balance Sheet  
September 30, 2013  
(With Comparative Balances as of September 30, 2012)**

	Unrestricted		Restricted		Agency Fund	Investment in Plant	Campus Housing	Tobacco Settlement	Capital Projects	Elimination	Credit Total	
	Appropriated Fund	Non-appropriated Fund	Federal Fund	Other Grants Fund							2013	2012
<b>ASSETS</b>												
Cash	\$ -	\$ 4,716,080	\$ -	\$ -	\$ -	\$ -	\$ 98,286	\$ -	\$ -	\$ -	\$ 4,814,366	\$ 4,814,366
TCD	-	2,000,000	-	-	-	-	-	-	-	-	2,000,000	2,000,000
Investments	1,502,173	365,753	-	145,975	-	-	-	-	-	-	1,794,098	1,794,098
Due from Government of Guam	794,267	41,909,693	13,421,603	697,981	-	-	-	-	-	-	2,013,941	860,191
Due from other College funds	-	83,253	2,316,054	201,057	-	427,700	-	-	-	(58,916,753)	-	-
Accounts receivable - U.S. Government	-	5,980,182	-	-	-	-	-	-	-	-	2,600,374	4,916,282
Accounts receivable - others	-	161,000	-	-	-	-	-	-	-	-	5,980,182	3,371,798
Allowance for bad debt accounts receivable	-	(1,591,048)	-	-	-	-	-	-	-	-	161,000	228,964
Construction in progress	-	504,000	-	-	-	1,390,132	-	-	-	-	(1,591,048)	(1,437,804)
Land	-	-	-	-	-	1,000,000	-	-	-	-	1,390,132	5,211,282
Buildings	-	-	-	-	-	48,289,825	-	-	-	-	1,903,000	1,903,000
Equipment	-	-	-	-	-	9,652,552	-	-	-	-	48,289,825	42,082,922
Vehicles	-	-	-	-	-	398,896	-	-	-	-	9,652,552	8,656,431
Accumulated depreciation	-	-	-	-	-	(28,010,136)	-	-	-	-	398,896	202,456
	\$ 2,296,640	\$ 55,929,113	\$ 15,737,659	\$ 1,046,713	\$ -	\$ 16,782,382	\$ -	\$ 1,867,977	\$ -	\$ (58,916,753)	\$ 52,092,337	\$ 46,832,504
<b>LIABILITIES AND FUND BALANCE</b>												
Accounts payable	\$ 410,183	\$ 671,798	\$ 1,081,983	\$ 5,993	\$ -	\$ 7,272	\$ -	\$ -	\$ -	\$ -	\$ 1,224,020	\$ 2,975,515
Loans payable	-	5,590,041	-	-	-	-	-	-	-	-	5,590,041	2,494,813
Due to other College funds	3,137,345	27,757,916	15,462,601	-	2,301,470	17,764,971	(100,000)	4,502,837	5,864,798	(58,916,753)	-	-
Due to other	-	-	-	-	-	-	-	-	-	-	281,181	281,181
Accrued liabilities	-	1,048,210	-	-	-	-	-	-	-	-	1,048,210	623,115
DCRS csk leave liability	-	1,205,176	-	-	-	-	-	-	-	-	1,205,176	976,688
Unearned revenue	-	2,080,272	-	-	-	-	-	-	-	-	2,080,272	1,997,753
Fund balance	(1,150,800)	17,963,800	16,216,910	(1,046,713)	(2,301,470)	(988,361)	(5,982,837)	2,007,977	(5,916,961)	-	40,833,337	37,093,484
	\$ 2,296,640	\$ 55,929,113	\$ 59,225,553	\$ 1,046,713	\$ -	\$ 16,782,382	\$ -	\$ 1,867,977	\$ -	\$ (58,916,753)	\$ 52,092,337	\$ 46,832,504



**GUAM COMMUNITY COLLEGE  
(A COMPONENT UNIT OF THE GOVERNMENT OF GUAM)**

**Unrestricted and Restricted Fund Supplemental Schedule  
Statement of Changes in Fund Balances  
Year Ended September 30, 2013  
(With Comparative Balances for the year ended September 30, 2012)**

	Unrestricted		Restricted					Capital Projects	Totals	Charges Encumbr.	Investment In Part	2013	2012	Total
	MF	MF	MAF	MAF	MAF	MAF	MAF							
<b>Revenue:</b>														
Tuition and fees	1,586,000	964,981	-	-	-	-	-	-	-	-	-	-	-	2,550,981
Government of Guam appropriations	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Federal grants and contracts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gifts	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sales and services of auxiliary enterprises	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Other tuition	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total revenue</b>	1,586,000	964,981	-	-	-	-	-	-	-	-	-	-	-	2,550,981
<b>Expenditures and mandatory transfers:</b>														
Instruction	4,314,229	712,971	3,584,618	11,223,828	411,200	246,028	186,828	-	-	-	-	-	-	15,021,483
Administrative and general	117,208	817,208	2,900,000	1,287,470	350,600	1,000,000	1,000,000	-	-	-	-	-	-	5,162,278
Auxiliary support	2,280,793	228,221	2,280,793	2,280,793	18,130	18,130	18,130	-	-	-	-	-	-	4,625,177
Student services	2,833,651	38,872	1,811,508	5,733,113	186,071	186,071	186,071	-	-	-	-	-	-	7,941,004
Instructional and maintenance support	211,208	34,807	372,000	1,036,267	5,300	5,300	5,300	-	-	-	-	-	-	1,434,175
Scholarship and fellowship	211,208	211,208	2,842	214,361	4,000,250	-	-	-	-	-	-	-	-	7,026,021
Student health care	309,000	-	309,000	309,000	-	-	-	-	-	-	-	-	-	618,000
Other expenses	-	-	384,802	384,802	-	-	-	-	-	-	-	-	-	769,604
Bad debts expense	-	-	384,802	384,802	-	-	-	-	-	-	-	-	-	769,604
Depreciation expense	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total expenditures</b>	10,772,077	1,863,280	6,798,618	22,517,861	6,608,281	686,346	1,863,281	3,308	-	-	-	-	-	32,211,993
<b>Net (decrease)/increase in fund balance</b>	31,723	10,707	31,723	31,723	31,723	31,723	31,723	31,723	-	-	-	-	-	63,446
<b>Beginning fund balance</b>	11,811,076	854,274	11,811,076	11,811,076	11,811,076	11,811,076	11,811,076	11,811,076	-	-	-	-	-	23,624,522
<b>Ending fund balance</b>	11,842,799	864,981	11,842,799	11,842,799	11,842,799	11,842,799	11,842,799	11,842,799	-	-	-	-	-	23,687,968

**GUAM COMMUNITY COLLEGE**  
**(A COMPONENT UNIT OF THE GOVERNMENT OF GUAM)**

Statements of Cash Flows  
Years Ended September 30, 2013 and 2012

	2013	2012
<b>Cash flows from operating activities:</b>		
Student tuition and fees	\$ 1,711,172	\$ 3,835,739
Federal grants and contracts	12,653,035	16,420,999
Government of Guam grants and contracts	352,899	403,351
Auxiliary enterprises	1,157,687	1,136,529
Other receipts/payments	2,680,068	1,917,268
Payments to employees	(17,369,574)	(17,006,041)
Payments to suppliers	(9,059,337)	(9,981,185)
Payments for scholarships and fellowships	(4,613,925)	(8,092,307)
	<b>(12,487,981)</b>	<b>(11,365,647)</b>
<b>Cash flows from investing activities:</b>		
Decrease (increase) in investments	29,238	(24,078)
Increase in time certificates of deposit	(2,000,000)	-
	<b>(1,970,762)</b>	<b>(24,078)</b>
<b>Cash flows from noncapital financing activities:</b>		
Government of Guam appropriations	14,412,618	18,532,897
<b>Cash flows from capital and related financing activities:</b>		
Purchases of capital assets	(2,953,478)	(7,412,213)
Capital contributions received	1,188,658	2,783,506
Proceeds from long-term debt	3,440,000	131,216
Principal paid on long-term debt	(334,872)	(33,205)
Interest paid on long-term debt	(181,992)	(99,564)
	<b>1,158,316</b>	<b>(4,630,260)</b>
<b>Net change in cash and cash equivalents</b>	<b>1,112,191</b>	<b>2,512,912</b>
<b>Cash and cash equivalents at beginning of year</b>	<b>3,957,757</b>	<b>1,444,845</b>
<b>Cash and cash equivalents at end of year</b>	<b>\$ 5,069,948</b>	<b>\$ 3,957,757</b>
<b>Reconciliation of operating loss to net cash used in operating activities:</b>		
Operating loss	\$ (14,023,894)	\$ (15,295,028)
<b>Adjustments to reconcile operating loss to net cash used in operating activities:</b>		
Depreciation	2,168,374	1,967,458
Bad debts	158,816	938,028
Loss on disposal of fixed assets	-	3,060
On-behalf payments for retiree healthcare costs	569,695	601,729
<b>Changes in assets and liabilities:</b>		
Tuition receivable	(2,613,909)	1,576,525
Accounts receivable - U.S. Government	2,327,183	(206,543)
Other receivables	67,964	16,355
Inventories	(136,805)	(12,265)
Accounts payable and accrued liabilities	(1,303,224)	(1,185,814)
Accrued annual leave	(11,215)	17,799
DCRS sick leave liability	226,513	105,574
Unearned revenue	82,519	82,126
Deposits held on behalf of others	-	25,351
	<b>(12,487,981)</b>	<b>(11,365,647)</b>



Created by the Community College Act of 1977, Guam Community College offers associate degrees, certificates and industry certification in more than 50 fields of study. GCC offers an apprenticeship program in partnership with over 100 island employers.

The College also offers Adult Basic Education, an Adult High School Diploma Program, GED® testing and preparation, English as a Second Language courses, and professional development courses.

Guam Community College is located in the village of Mangilao, with satellite sites in village mayors' offices.

#### Website

[www.guamcc.edu](http://www.guamcc.edu)

#### Mailing Address

P.O. Box 23069 GMF  
Barrigada, Guam 96921

#### Admissions & Registration

Tel: 671.735.5531/4

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#### Scholarships & Financial Aid

671.735.5544

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Associate of Arts

Certificate

Diploma/High School Equivalency

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