

**GUAM COMMUNITY COLLEGE
BOARD OF TRUSTEES
Monthly Meeting Tuesday, February 13, 2024, 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 January 12, 2024

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. Construction Projects Updates
 - Wellness Center
 - Building B
 - Workforce Development Center
 - Culinary Arts & Baking Center
 - Building 2000 Generator
2. Accreditation Updates

VII. NEW BUSINESS

1. Compensation Review Update for Academic Administrators
2. Vice President for Finance & Administration Division Position
Description, Update
3. Resolution re Building B Equipment
4. Resolution re Workforce Development Center, Additional Funding
5. Resolution re Wellness Center
6. FY2025 Budget Request
7. BOT Travel-2024 ACCT Pacific GLI

VIII. EXECUTIVE SESSION

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

IX. ADJOURNMENT

GUAM COMMUNITY COLLEGE
Board of Trustees
Monthly Meeting of January 12, 2024

Minutes

I. CALL TO ORDER. The monthly meeting of the GCC Board of Trustees held on January 12, 2024, was called to order at 12:14 p.m., by Chairman Frank P. Arriola, in Room 112 located at the Guam Community College Learning Resource Center (Library) in Mangilao, Guam.

1. Roll Call. Trustees Present: Mr. Frank P. Arriola, Chairman; Mr. Carlo Leon Guerrero, Vice Chairperson; Ms. Rose P. Grino, Secretary; Mr. Richard P. Sablan, Treasurer; Ms. Gina Y. Ramos, Member; Ms. Yolanda Padrones, Member; Mr. Kenly Magwili, Student Trustee.

2. Others in attendance: Dr. Mary A.Y. Okada, President; Dr. Virginia Tudela, Vice President, Academic Affairs Division; Ms. Pilar Williams, Dean, TPS; Ms. Apolline San Nicolas, Chief Human Resources Officer; Dr. Julie Ulloa-Health, Assistant Director, Planning & Development; Ms. Simone Bollinger, Faculty Advisory member; Mr. Kenneth Bautista, Support Staff Advisory member.

3. 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 – December 15, 2023.

MOTION

IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, AND SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE BOARD APPROVES THE MEETING MINUTES OF DECEMBER 15, 2023, WITH CORRECTIONS. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

III. COMMUNICATIONS. None received

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:

FY2024: As of year-to-date, the College received \$6,188,189.00 for its appropriation.

\$4,011,503.00 from the General Fund; \$2,151,030.00 from MDF; and \$25,666.00 to support the WICHE PSEP scholarship program. This equates to 81% collected based on the appropriation schedule. The College continues to receive its appropriation on a regular basis from the Department of Administration.

Capital Improvement Projects and other activities: The following is a report from the President.

Other activities:

Leo Palace has been very supportive in hosting the students in the Culinary Arts program due to our kitchen is down because of renovations. This support will go into Spring semester as well as for the Summer semester. This is a great partnership between our chefs and Leo Palace and are supporting the College at no cost to date. The Chairman asked to extend the Board's gratitude and Trustee Grino mentioned that there should be some type of recognition for this partnership.

A pinning ceremony for seventeen (17) LPN students was held last month in December 2023; the Reach for College collected data for tutoring services provided by students to secondary and postsecondary adult education students with eighty-four (84) served during the Fall semester; during the month of December 2023, the College has been preparing for the Spring semester which began this week on January 10, 2024; to date 1,300 students enrolled with a slight decrease in comparison to last year, however, numbers are still being finalized with today being the last day to add/drop classes; a FEMA application was submitted for the Building 500 renovation project; as of December 31, 2023, Administrators completed all of their evaluations and are now developing their new key performance indicators which the President will receive by the end of January 2024 that uses the new KPI as the baseline for the evaluation for the upcoming period.

A staff holiday luncheon was held last month in December 2023. The employees were engaged in team building from different offices. They commingled with one another in different activities such as chess and puzzles. The President believes this has been one of the best luncheons held for staff that included this type of team building exercise.

Ongoing CIP:

For FY2023, 28 air-conditioning units have been replaced and this project is now closed and complete; the College received \$200,000 from the insurance to support its claim and will be providing the details to FEMA to offset what the insurance does not cover; the College continues to work on all the FEMA projects which have been further reviewed by FEMA in order to move these projects forward.

2. Monthly Activities Report.

Student Trustee: Trustee Magwili reported the following:

Monday, January 8, 2024, in the MPA, 10:00 a.m.: Spring 2024 student orientation and campus tour.

Wednesday/Thursday, January 10 and January 11, 2024: Students were welcomed on campus for Spring semester and were provided directions to new students.

Friday, January 19, 2024, at the Student Center Training Room 5108, 12:00 p.m., is the first COPSA General Membership meeting.

Trustee Magwili provided the Board with a schedule of student activities for the new semester.

Trustee Magwili also reported that he does notice new students on campus as well as returning students. There were further discussions regarding enrollment that the focus should be on recruitment and that there are several upcoming boot camps being considered.

Faculty Advisory Member: Ms. Simone Bollinger reported the following:

Greeted everyone with a "Happy New Year!" and continued the discussion on enrollment.

That Department Chairs, Faculty and Adjuncts are watching the numbers especially during the beginning of the semester.

Looking at classes by full-time faculty that have less than ten (10) students and adjuncts that have less than thirteen (13) students.

This is a new solution that came up during the negotiations to have ten (10) as a benchmark and that this is the second semester that it is being used and that it's kind of been working out.

Ms. Bollinger further explained that while looking at the numbers, it's been very low from two (2) to three (3) students and also looked in Degree Works and they see if students need this course to graduate or not. If not, then it is very hard for faculty to actually run the course. The student's schedule is then looked at to see if students could be able to be moved into another section. However, if the class is needed to graduate, faculty will seek approval to run the course, which is the justification to run a class below 10 or around 9.

Ms. Bollinger mentioned she understands that an email was received from a student whose classes were cancelled. That the perspective of students that they often hear is that even if they don't need the class to graduate, a cancellation can really delay their educational plan. Because today is the last day to register, they try to hold off on cancelling classes especially if they are close and anticipating students will get into the class. This means that if a student is registered for a class that has seven (7), a class could be cancelled if the students do not need this class to graduate. Then there would be not enough time to register for another class or did not agree with the schedule and then students end up enrolling with one less class.

This is an issue faculty attended to and all know is important but does not seem to be working out to stop faculty from cancelling classes especially with 2 to 3 students. This happened to 2 students.

The class cancelled was Introduction to Literature with 2 students. A faculty member agreed to take it on as a special project with a reduced fee but a special project is not the same as a

class. A lot of students get disappointed when they do not get full classes. Some faculty will do this for a reduced fee, some do and some don't, which is another issue that comes up. Wanted to inform the Board that they tried to resolve the issue with the students, although not the way they planned.

That adjuncts make up the majority of instructors and always looking for qualified adjuncts and with BOT Resolution 12-2023, which increased Adjunct pay scale, this is helpful and are appreciative of this resolution. Still difficult to recruit adjuncts.

Ms. Bollinger requested to revisit the previous solutions to see what we can do to make it work.

Other than this issue, the students seem happy and are finding parking, including faculty are excited to be back.

Ms. Bollinger mentioned that in terms of enrollment and recruitment, one of the best ways that faculty help in this area is through retention and completion. That as good news, the upcoming PDIC regarding professional development initiatives for faculty will be focused on advisement training scheduled in March 2024.

Staff Advisory Member: Mr. Kenneth Bautista reported the following:

Spring semester began and staff are busy assisting students and preparing the campus.

Wanted to add with what the President reported regarding the staff holiday luncheon in December 2023. That it was probably the best because it was more interactive with other staff engaging in different games and puzzles in this type of setting instead of just passing each other during work.

That it is also nice having students back on campus.

Board of Trustees Community Outreach Report:

Trustee Grino reported she attended the Workforce Development Summit held in the GCC MPA. As reported at the last meeting, this summit will focus on healthcare workforce in collaboration with the government, military and private stakeholders. The final write-up of the framework and priorities that were developed would need to be worked on but has not been issued. She explained how they were placed in groups to come up with strategies. Acknowledged the President and Dr. Gina Tudela were also in attendance.

VI. UNFINISHED BUSINESS

1. BOT Election 2024-2025. This was tabled per the last meeting of December 15, 2023. The following Trustees were then nominated as BOT Officers for the period 2024-2025: Carlo Leon Guerrero, Chairperson; Rose P. Grino, Vice Chairperson; Yolanda Padrones, Secretary; Gina Y. Ramos, Treasurer. The following motion was then made:

MOTION

IT WAS MOVED BY TRUSTEE RICHARD P. SABLAN, AND SECONDED BY TRUSTEE YOLANDA M. PADRONES, THAT THE BOARD NOMINATE AND

CLOSE THE NOMINATIONS FOR THE GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES ELECTION FOR 2024-2025, AS FOLLOWS: CARLO LEON GUERRERO, CHAIRPERSON; ROSE P. GRINO, VICE CHAIRPERSON; YOLANDA PADRONES, SECRETARY; GINA Y. RAMOS, TREASURER. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

At this time, a motion was made as follows:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, AND SECONDED BY TRUSTEE GINA Y. RAMOS, THAT THE BOARD ELECT THE FOLLOWING TRUSTEES AS OFFICERS OF THE GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES FOR 2024-2025: CARLO LEON GUERRERO, CHAIRPERSON; ROSE P. GRINO, VICE CHAIRPERSON; YOLANDA PADRONES, SECRETARY; GINA Y. RAMOS, TREASURER. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

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

Wellness Center.

The President reported that Dr. Julie Ulloa-Heath had a meeting with USDA. The financial feasibility study has been contracted with Burger & Comer a CPA firm who will be providing an updated study.

Building B.

To date, this project is almost 56.92% complete. The contractor is working on the installation of the rebars, lifting of the steel joist and support. There should be another inspection on January 13, 2024 and the concrete pouring.

Workforce Development Center (Barrigada property).

The bid evaluations are pending for this project with two (2) submissions. Once the evaluations are finalized it will determine which vendor, if any, will be awarded this project. The grant for this is for \$1.24 million and the College is anticipating the costs will be significantly higher, however, this cannot be disclosed at this time due to the pending evaluations.

Culinary Arts & Baking Center.

This project is currently at 16.03%. A resolution will be discussed under New Business due to issues with the roof, which has to be replaced and would now require additional funding. Once the additional funding is approved, the contractor will provide the change order for the additional costs. As for solar panels for the roof, the College would have to discuss this with legal counsel and would have to be a separate bid.

Generator for Building 2000.

The housing for this generator is currently at 86% complete. Some leaks were identified and had to be fixed; working on the fire suppression waterline; and there is still the issue with delays in concrete delivery, which is the same for some of the other projects.

3. Accreditation Updates. The President provided the following accreditation update: The individual standard committees I-IV have met to discuss the feedback based on each committee's first draft of the Institutional Self Evaluation Report (ISER) that was provided to Dr. Gina Tudela, the Accreditation Liaison Officer (ALO) and Dean Pilar Williams, the Assistant ALO. Committees are still reviewing the accreditation standards criteria and identifying the required documentations needed to support the ISER. The updates to the Accreditation website are continuing and the second draft of the ISER is due February 16, 2024.

VII. NEW BUSINESS.

1. Resolution re Funding Request to Support the Culinary Arts & Baking Center Renovation Project. The Board was presented with Resolution 1-2024, "Funding Request to Support the Culinary Arts & Baking Center Renovation Project," for their consideration. The President explained that the College is requesting for the Board to authorize the sum not to exceed \$1,000,000.00 from the Manpower Development Fund (MDF). The MDF legislation allows for facility upgrades relative to apprenticeship training programs at the College, which includes the Culinary Arts program. If this Resolution is approved, it will be provided to the College Governing Council (CGC) and Resource, Planning and Facilities Committee (RPF) as an updated Resolution for the funding that was previously approved last year. The following motion was then made:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES RESOLUTION NO. 1-2024, "FUNDING REQUEST TO SUPPORT THE CULINARY ARTS & BAKING CENTER RENOVATION PROJECT," IS HEREBY ADOPTED AND APPROVED, AS PRESENTED. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

2. President's Travel Request (February 2024)

Board of Visitors–Air University meeting, February 6-7, 2024, Keesler AFB, Biloxi, Mississippi, funded by the Air University.

MOTION

IT WAS MOVED BY TRUSTEE YOLANDA M. PADRONES, SECONDED BY TRUSTEE GINA Y. RAMOS, THAT THE PRESIDENT'S TRAVEL FOR FEBRUARY 2024, BE APPROVED. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

At this time a motion was made as follow:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE YOLANDA M. PADRONES, THAT THE MEETING CONVENE INTO EXECUTIVE SESSION. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

At 12:51 p.m., the meeting convened into Executive Session.

VIII. EXECUTIVE SESSION

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

At 1:29 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 CARLO M. LEON GUERRERO, THAT THE PRESIDENT'S REPORT BE ACCEPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

At this time Trustee Arriola thanked everyone for their support over the years during his tenure as the Chairman. That he enjoyed seeing the College grow and that the biggest thing he is proud of is the support provided to the students through a lot of adversity such as with COVID and some of the recent storms. Mentioned to keep the momentum going and that he has every confidence with the new officers. The Chairman also mentioned he is available to continue to help.

The Chairman was also thanked for his leadership during these challenging times.

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

MOTION


IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, SECONDED BY TRUSTEE KENLY MAGWILI, THAT THE MEETING OF JANUARY 12, 2024, BE ADJOURNED. NONE OPPOSED, MOTION CARRIED. (Voting: 7 ayes, 0 nays)

There being no further discussion, the meeting of January 12, 2024, adjourned at 1:30 p.m.

SUBMITTED BY:

 FEB 13 2024
BERTHA M. GUERRERO
Recording Secretary

ATTESTED BY:

 FEB 13 2024
YOLANDA M. PADRONES
Secretary

APPROVED BY:

 FEB 13 2024
CARLO M. LEON GUERRERO
Chairperson

**APPENDIX A
Job Evaluation Results**

Benchmark Position	Job Evaluation																												
	1. Education		2. Experience		3. Complexity				4. Scope of Work				5. Problem Solving		6. Sup. Received		7. Work Environment		8. Physical Demands		9. Dis. Decisions		10. HR Skills / Contact		11. Auth. Exercised		12. S & M Resp.		TOTAL
President	J	152	K	230	E	65	382	248.3	F	30	382	114.6	F	152	F	152	A1	12	A1	22	D2	100	F5	132	G5	264	E2	100	1679
VP Academic Affairs	J	152	K	200	E	65	352	228.8	E	25	352	88.0	F	152	F	132	A1	12	A1	22	D2	87	F4	115	G3	175	E2	76	1440
VP Finance and Administration	J	152	J	175	E	65	327	212.6	E	25	327	81.8	F	152	F	132	A1	12	A1	22	D2	87	F4	115	G3	152	C2	43	1336
Dean Trades & Prof. Services (TPS)	J	152	J	175	E	60	327	196.2	D	20	327	65.4	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	152	D2	66	1264
Dean Tech. & Student Services (TSS)	J	152	J	175	E	60	327	196.2	D	20	327	65.4	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	152	D2	66	1264
Ass. Director (Planning & Dev.)	J	152	J	152	E	60	304	182.4	D	20	304	60.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	19	1155
Ass. Director (Continuing Education)	J	152	J	152	E	60	304	182.4	D	20	304	60.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	19	1155
Ass. Director (Asst, Ins. Eff. & Res.)	J	152	J	152	E	60	304	182.4	D	20	304	60.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	19	1155
Ass. Director (Com. & Promotions)	J	152	J	152	E	60	304	182.4	D	20	304	60.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	19	1155
Chief Information Tech. Officer	J	132	J	152	E	60	284	170.4	D	20	284	56.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	22	1122
Chief Human Resources Officer	J	132	J	152	E	60	284	170.4	D	20	284	56.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	22	1122
Controller	J	132	J	152	E	60	284	170.4	D	20	284	56.8	E	132	E	115	A1	12	A1	22	D2	76	F3	100	G2	132	B1	22	1122
Associate Dean (TPS)	J	152	J	152	D	55	304	167.2	D	20	304	60.8	E	115	E	115	A1	12	A1	22	C2	66	E3	76	G1	115	E1	66	1119
Associate Dean (TSS)	J	152	J	152	D	55	304	167.2	D	20	304	60.8	E	115	E	115	A1	12	A1	22	C2	66	E3	76	G1	115	E1	66	1119
Professor (Average)																													1020
Nursing & Allied Health Admin.	J	132	I	132	D	55	264	145.2	C	15	264	39.6	E	115	E	115	A1	12	A1	22	C2	66	E3	76	F1	100	B1	19	974
Procurement & Inventory Admin.	J	132	J	132	D	55	264	145.2	C	15	264	39.6	E	115	E	115	A1	12	A1	22	C2	66	E3	76	F1	100	B1	19	974
Data Processing Systems Admin.	J	132	J	132	D	55	264	145.2	C	15	264	39.6	E	115	E	115	A1	12	A1	22	C2	66	E3	76	F1	100	B1	19	974
Associate Professor (Average)																													964
Coordinator - Admissions & Reg.	J	132	I	132	D	55	264	145.2	C	15	264	39.6	E	115	E	115	A1	12	A1	22	C1	43	D3	50	F0	76	B1	19	901
Coordinator - Financial Aid	J	132	I	132	D	55	264	145.2	C	15	264	39.6	E	115	E	115	A1	12	A1	22	C1	43	D3	50	F0	76	B1	19	901

**APPENDIX B
Market Data Results**

Benchmark Position	Market Percentiles (2022)																		
	Market Comparison - 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
President	169,417	173,720	178,023	182,326	186,629	192,242	197,856	203,469	209,082	214,695	217,688	220,681	223,674	226,667	229,660	233,963	238,266	242,569	246,872
VP Academic Affairs	114,144	117,324	120,504	123,684	126,864	129,184	131,504	133,824	136,144	138,464	142,504	146,544	150,584	154,624	158,664	161,844	165,024	168,204	171,384
VP Finance and Administration	106,985	110,130	113,274	116,419	119,564	122,804	126,045	129,285	132,526	135,766	138,815	141,864	144,913	147,962	151,011	154,156	157,301	160,445	163,590
Dean Trades & Prof. Services (TPS)	96,102	98,934	101,765	104,596	107,428	110,323	113,218	116,114	119,009	121,904	124,671	127,439	130,206	132,973	135,741	138,572	141,403	144,235	147,066
Dean Tech. & Student Services (TSS)	96,102	98,934	101,765	104,596	107,428	110,323	113,218	116,114	119,009	121,904	124,671	127,439	130,206	132,973	135,741	138,572	141,403	144,235	147,066
Ass. Director (Planning & Dev.)	89,630	92,263	94,896	97,530	100,163	102,651	105,139	107,627	110,115	112,603	115,382	118,160	120,939	123,718	126,496	129,130	131,763	134,396	137,030
Ass. Director (Continuing Education)	89,630	92,263	94,896	97,530	100,163	102,651	105,139	107,627	110,115	112,603	115,382	118,160	120,939	123,718	126,496	129,130	131,763	134,396	137,030
Ass. Director (Asst. Ins. Eff. & Res.)	89,630	92,263	94,896	97,530	100,163	102,651	105,139	107,627	110,115	112,603	115,382	118,160	120,939	123,718	126,496	129,130	131,763	134,396	137,030
Ass. Director (Com. & Promotions)	89,630	92,263	94,896	97,530	100,163	102,651	105,139	107,627	110,115	112,603	115,382	118,160	120,939	123,718	126,496	129,130	131,763	134,396	137,030
Chief Information Tech. Officer	88,316	90,919	93,522	96,126	98,729	101,188	103,646	106,104	108,563	111,021	113,770	116,518	119,266	122,015	124,763	127,366	129,970	132,573	135,176
Chief Human Resources Officer	86,216	88,759	91,303	93,846	96,390	98,782	101,173	103,565	105,957	108,349	111,044	113,740	116,435	119,130	121,826	124,369	126,913	129,457	132,000
Controller	87,948	90,543	93,138	95,733	98,327	100,767	103,207	105,647	108,087	110,527	113,276	116,026	118,775	121,525	124,274	126,869	129,464	132,059	134,653
Associate Dean (TPS)	80,726	83,104	85,483	87,861	90,239	92,671	95,103	97,535	99,967	102,399	104,724	107,049	109,373	111,698	114,022	116,401	118,779	121,157	123,535
Associate Dean (TSS)	80,726	83,104	85,483	87,861	90,239	92,671	95,103	97,535	99,967	102,399	104,724	107,049	109,373	111,698	114,022	116,401	118,779	121,157	123,535
Professor (Average)	46,748	50,990	55,231	59,473	63,715	67,957	72,199	76,440	80,682	84,924	89,166	93,408	97,649	101,891	106,133	110,375	114,617	118,858	123,100
Nursing & Allied Health Admin.	79,111	81,442	83,773	86,104	88,434	90,818	93,201	95,585	97,968	100,352	102,630	104,908	107,186	109,464	111,742	114,073	116,403	118,734	121,065
Procurement & Inventory Admin.	79,111	81,442	83,773	86,104	88,434	90,818	93,201	95,585	97,968	100,352	102,630	104,908	107,186	109,464	111,742	114,073	116,403	118,734	121,065
Data Processing Systems Admin.	72,419	74,554	76,688	78,823	80,958	82,974	84,990	87,006	89,022	91,037	93,291	95,545	97,798	100,052	102,306	104,440	106,575	108,710	110,845
Associate Professor (Average)	42,017	45,571	49,125	52,680	56,234	59,788	63,342	66,897	70,451	74,005	77,559	81,114	84,668	88,223	91,777	95,331	98,886	102,440	105,994
Coordinator - Admissions & Reg.	63,860	65,553	67,245	68,938	70,631	72,438	74,246	76,053	77,861	79,668	81,246	82,823	84,401	85,979	87,556	89,249	90,941	92,634	94,326
Coordinator - Financial Aid	63,860	65,553	67,245	68,938	70,631	72,438	74,246	76,053	77,861	79,668	81,246	82,823	84,401	85,979	87,556	89,249	90,941	92,634	94,326
Institutional Researcher	61,845	63,704	65,564	67,423	69,283	71,104	72,925	74,745	76,566	78,387	80,285	82,184	84,082	85,980	87,878	89,737	91,597	93,456	95,316
Instructional Designer	61,845	63,704	65,564	67,423	69,283	71,104	72,925	74,745	76,566	78,387	80,285	82,184	84,082	85,980	87,878	89,737	91,597	93,456	95,316
Sustainability & Project Coordinator	61,598	63,450	65,302	67,154	69,007	70,820	72,634	74,448	76,261	78,075	79,966	81,856	83,747	85,637	87,528	89,380	91,232	93,084	94,936

**APPENDIX B
Market Data Results**

Environ. Health & Safety Officer	60,390	62,206	64,022	65,838	67,654	69,432	71,210	72,988	74,766	76,544	78,398	80,251	82,105	83,958	85,811	87,627	89,443	91,259	93,075
Assistant Professor (Average)	38,548	41,628	44,708	47,788	50,868	53,878	56,888	59,897	62,907	65,917	69,067	72,217	75,367	78,517	81,667	84,747	87,827	90,907	93,987
Instructor (Average)	34,914	37,640	40,366	43,092	45,818	48,463	51,108	53,752	56,397	59,042	61,849	64,656	67,463	70,270	73,077	75,803	78,529	81,255	83,981
Program Specialist	59,929	61,880	63,831	65,782	67,733	69,591	71,450	73,308	75,166	77,024	79,068	81,112	83,156	85,199	87,243	89,194	91,145	93,096	95,047
Assistant Instructor (Average)	30,348	32,823	35,299	37,774	40,249	42,633	45,017	47,400	49,784	52,168	54,735	57,301	59,868	62,434	65,001	67,476	69,951	72,427	74,902
Emergency Instructor (Average)	26,746	28,857	30,968	33,078	35,189	37,210	39,231	41,251	43,272	45,293	47,494	49,694	51,895	54,095	56,296	58,407	60,517	62,628	64,739