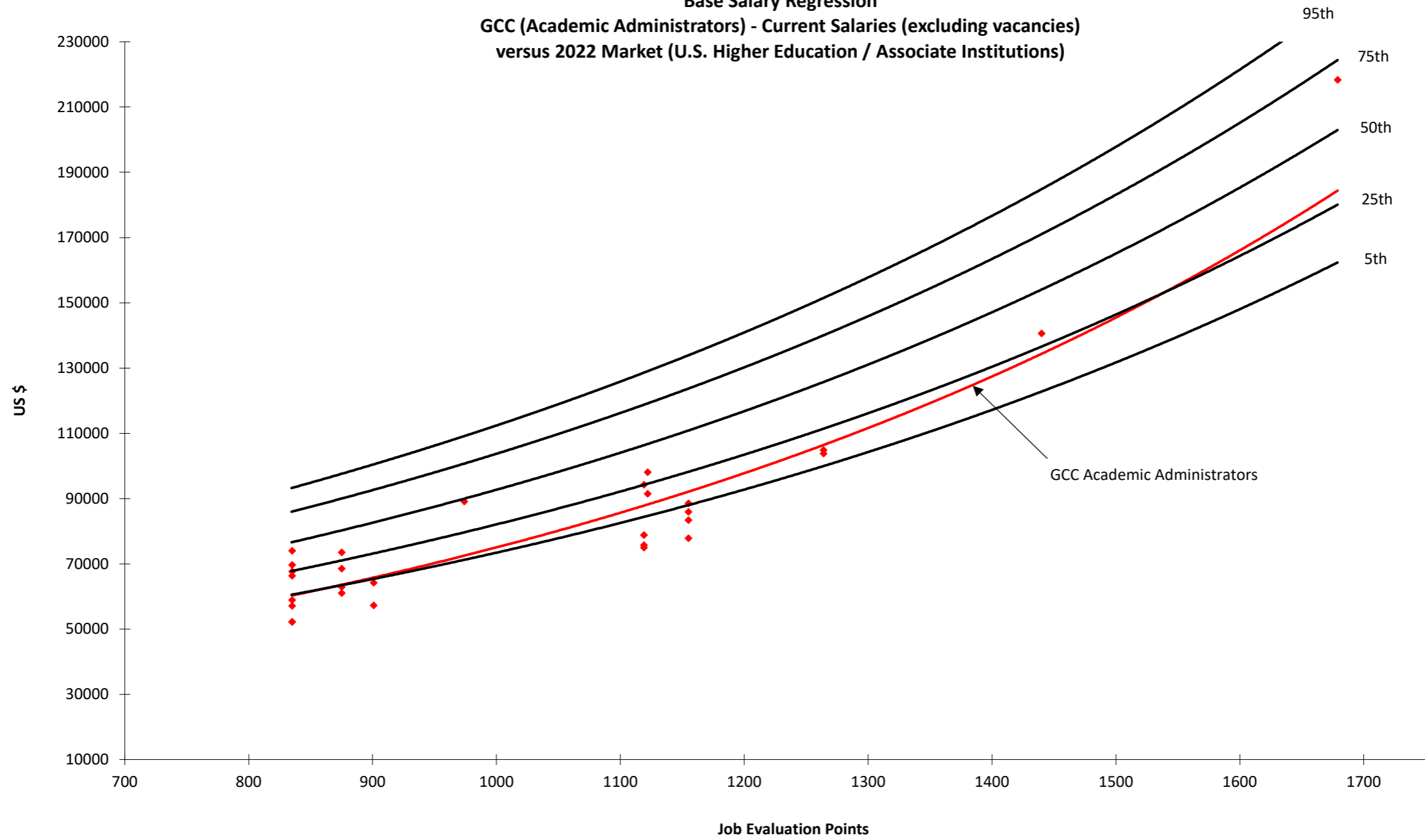




APPENDIX C

Base Salary Regression
GCC (Academic Administrators) - Current Salaries (excluding vacancies)
versus 2022 Market (U.S. Higher Education / Associate Institutions)



-  Guam Community College (GCC) - Academic Administrators - solid red line / red spots for individual employees
-  U.S. Market / Higher Education / Associate Institutions / 2022 (5th, 25th, 50th, 75th and 90th percentiles - black lines)

APPENDIX E

Estimated Cost in migrating GCC Academic Administrators to the 10th Market Percentile (2022 Market Data) - based on range minimum
Staffing Pattern : December 2023

Employee Group	Employees above or below 10th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Base Salary Cost Required (\$)
Academic Administrators	< 10th Mkt Percentile	10	34.5	52,139
	> 10th Mkt Percentile	19	65.5	11,062
Academic Administrators - Vacancies x 3				14,385
		29	100.0	77,586

Employee Group	Base Salary	Estimated Benefit Cost	Estimated Total Compensation
Academic Administrators (Current including Vacancies)	2,633,839	1,078,809	3,712,648
Transition cost to 10th Market Percentile	77,586	31,779	109,365
Total	2,711,425	1,110,588	3,822,013

APPENDIX F

Estimated Cost in migrating GCC Academic Administrators to the 15th Market Percentile (2022 Market Data) - based on range minimum
Staffing Pattern : December 2023

Employee Group	Employees above or below 15th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Base Salary Cost Required (\$)
Academic Administrators	< 15th Mkt Percentile	13	44.8	79,479
	> 15th Mkt Percentile	16	55.2	5,025
Academic Administrators - Vacancies x 3				21,205
		29	100.0	105,709

Employee Group	Base Salary	Estimated Benefit Cost	Estimated Total Compensation
Academic Administrators (Current including Vacancies)	2,633,839	1,078,809	3,712,648
Transition cost to 15th Market Percentile	105,709	43,298	149,007
Total	2,739,548	1,122,107	3,861,655

APPENDIX G

Estimated Cost in migrating GCC Academic Administrators to the 20th Market Percentile (2022 Market Data) - based on range minimum
Staffing Pattern : December 2023

Employee Group	Employees above or below 20th Market Percentile Regression Line	Number of Employees (No)	Percentage of Employees (%)	Estimated Additional Base Salary Cost Required (\$)
Academic Administrators	< 20th Mkt Percentile	17	58.6	116,412
	> 20th Mkt Percentile	12	41.4	4,155
Academic Administrators - Vacancies x 3				28,613
		29	100.0	149,180

Employee Group	Base Salary	Estimated Benefit Cost	Estimated Total Compensation
Academic Administrators (Current including Vacancies)	2,633,839	1,078,809	3,712,648
Transition cost to 20th Market Percentile	149,180	61,103	210,283
Total	2,783,019	1,139,912	3,922,931

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

NATURE OF WORK IN THIS CLASS:

This is a management position within the administrative structure of a career and technical education institution. It is a twelve-month service position reporting directly to the President. The Vice President for Finance and Administration is the Chief Financial and Business Officer of the College. The Vice President for Finance and Administration is a top-level manager who has the primary responsibility to provide leadership and direction in all matters related to Business, Finance, and Administration.

ILLUSTRATIVE EXAMPLES OF WORK: (These examples do not list all the duties which may be assigned; any one position may not include all the duties listed.)

The primary responsibilities of the Vice President for Finance and Administration are to analyze, interpret and manage the business, financial affairs, and administration of the College and report the financial condition of the College to the President and Board of Trustees along with appropriate recommendations regarding all financial affairs of the College. Reporting directly to the Vice President for Finance and Administration are the Administrators for the following departments: Management information Systems, Business Office, Human Resources, Materials Management, Student Financial Aid, and Environmental Health and Safety. Duties of the Vice President for Finance and Administration may include all or most of the following but are not limited to only those listed:

- Financial Accounting and Reporting
 - Development, operation and maintenance of the basic financial accounting and records systems.
 - Preparation of financial reports and analyses that inform the President, Board of Trustees, and the College community of the financial status of the institution.
- Fiscal Management
 - Management of all financial operations of the College including design of the systems, preparation and presentation of financial reports, conduct of financial analyses, provision of appropriate controls and internal audits, billing, collection, calculation of indirect costs, rates, payment of invoices, etc.
 - Management and administration, within the College policy, of all College funds including auxiliary enterprises, service departments, student activities, etc.

Vice President for Finance and Administration

- Financial resource management, investment and strategy development for College funds and endowments.
- Cash management.
- Management of grant project finances.
- Financial planning, budget development and management.
- Coordinates College investments to ensure maximum return on investments in Certificate of Deposits and money market funds.
- **Business Management**
 - Purchasing goods and services.
 - Procurement management.
 - Inventory maintenance and control.
 - Auxiliary enterprises.
 - Develop and implement fiscal controls pertaining to business affairs.
 - Facility and liability insurance, including risk management.
- **Administration**
 - Recommends and executes plans for information technology to support and meet the College's objectives based on research and evaluation from appropriate committees/group.
 - Directs the implementation and execution of new/upgraded information systems.
 - Responsible for the efficient delivery of support services.
- **Human Resources Administration**
 - Provide leadership and management of human resources to ensure effective management, development, and retention of staff.
 - Ensure effective processes are in place to monitor, maintain and enhance quality and standards of human resources for the College.
- **Leadership and Policy Development** for financial planning, budgeting, accounting, human resources, information systems, procurement services, business operations, risk management, and environment health and safety programs.
- **Supervision, Evaluation, and Training of Administrators and Staff.**
- **Maintain ongoing business and organizational relationship** with the appropriate officials and employees of federal, state, community, other educational institutions, and other business entities and organizations which have financial or legal relationships with the College.

Vice President for Finance and Administration

- Negotiates with external organizations and builds relations with banks, bondholders and other sources of financial and financial services.
- Establish operations standards for cost control, waste reduction, quality, safety, and complete and on-time services/delivery.
- Ensure that the College is in compliance with federal and local laws, rules and regulations, and Board policies in areas of responsibilities.
- Overall guidance to ensure safety and health of all constituencies within the College.

MINIMUM KNOWLEDGE, ABILITIES AND SKILLS:

Effective planning and organizational skills.

Ability to prioritize work, establish realistic time schedules, and meet deadlines.

Knowledge of education financial management and recommends policies and procedures that ensure the College is in compliance with the funding requirements.

Maintain expertise in federal and state policies and regulations as they pertain to the College.

Oversees contract management and is responsible for the maintenance of all documents related thereto.

Analyze, interpret, and apply detailed written policy and complex rules and regulations.

Ability to apply accounting and mathematical principles.

Knowledge and skill in the development and use of management information systems.

Knowledge, experience, and skill in establishing and operating computerized financial accounting management and reporting systems, including fixed assets and capital projects.

Oversees the timely preparation of the College's annual budgets, including the production of all related internal and external documentation, for review and approval, where applicable, by the Board of Trustees.

Ability to work effectively with a wide variety of people both individually and in groups including interpersonal relationship conflict resolution.

Ability to exercise independent judgment based on a thorough comprehension of pertinent policy, law, rules, and regulations.

Skills in clear and effective communication both oral and written.

Vice President for Finance and Administration

Must be a strong financial planner, analyst, and strategist.

Ability to make judgment regarding programs and financial accounting.

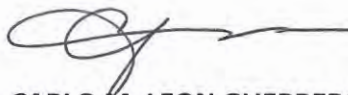
Ability to work effectively under pressure.

Ability to comprehend the impact of financial activities and the interrelationships between educational programs, program management and the availability and use of financial and personnel resources.

MINIMUM EXPERIENCE AND TRAINING

- a) Master's Degree from an accredited college or university in Business Administration with a concentration in financial management, accounting, or closely related area with five (5) years of senior fiscal experience, including significant proven experience in accounting, auditing, and administration; or
- b) Certified Public Accountant (U.S. Certified) with a Bachelor's Degree from an accredited college or university in Business Administration with a concentration in financial management, accounting, or closely related area and seven (7) years of senior fiscal experience, including significant proven experience in accounting, auditing, and administration.

Ratified: FEB 13 2024



**CARLO M. LEON GUERRERO
CHAIRPERSON, BOARD OF TRUSTEES**

GUAM COMMUNITY COLLEGE
Board of Trustees
Resolution GCC 2 -2024

**REQUEST TO PROVIDE FUNDING FOR
FURNITURE AND EQUIPMENT FOR BUILDING B**

WHEREAS, Guam Community College (“College”) strives to increase enrollment, retention, and program graduation rates by improving academic quality, student learning outcomes and expanding learning resources and facilities; and

WHEREAS, the GCC Physical Campus Master Plan, 2020-2030 identified the renovation of Building B from a one-story to a two-story facility; and

WHEREAS, the renovation of Building B to a two-story facility will provide a total of 6,000 square feet; and

WHEREAS, the Building B renovation will primarily house the Student Support Offices and the Student Success Center computer lab; and

WHEREAS, as of January 2024 the Building B renovation project is at 61.18% completion with an anticipated completion date of June 5, 2024; and

WHEREAS, the Board of Trustees has established through Policy 220, that the fund balance available in the Non-Appropriated Fund is reserved for capital projects and can be transferred to the Capital Projects Fund; and

WHEREAS, the College has identified the need to use these funds to purchase furniture and equipment for Building B with an estimated cost of \$100,000 in order to meet the completion timeline herein; and

WHEREAS, the College requests that the Board of Trustees authorize the transfer of up to \$100,000 from the Non-Appropriated fund balance to the Capital Projects Fund.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees appropriates the amount not to exceed \$100,000 from the Capital Projects Fund for the College to purchase the furniture and equipment for the Building B renovation.

ADOPTED the 13th day of February 2024.



CARLO M. LEON GUERRERO
Chairperson

ATTESTED BY:



YOLANDA M. PADRONES
Secretary

GUAM COMMUNITY COLLEGE
Board of Trustees
Resolution No. 3-2024

**REQUEST TO PROVIDE ADDITIONAL FUNDING FOR THE
WORKFORCE DEVELOPMENT CENTER**

WHEREAS, Guam Community College (“College”) supports increased enrollment, retention, and program graduation rates by improving academic quality, student learning outcomes and expanding learning resources and facilities; and

WHEREAS, the College provides support to ensure the economic diversification of its workforce through increased apprenticeship through its Apprenticeship Training Programs; and

WHEREAS, the College has developed an Institutional Strategic Master Plan (“ISMP”), which has currently been updated for 2020-2026, and regarded as the central planning document for the College to address the needs of our students and consistent with the College’s Mission Statement; and

WHEREAS, as a “leader in career and technical workforce development,” the College believes any improvements or expansion of its programs are important for the growth and continued support of academic and career technical programs at Guam Community College for Guam and the region; and

WHEREAS, the College issued an invitation for bid number GCC-FB-24-001 for the Workforce Development Center (“WDC”) renovation; and

WHEREAS, the renovation costs for the WDC was estimated, as follows: \$3,370,000.00 for the construction costs; \$500,000.00 for equipment; and \$327,000.00 for contingency; and

WHEREAS, the College has received a grant for \$1,220,410.00 from the U.S. Economic Development Administration (“EDA”) to fund the renovation of the WDC located in Barrigada, Guam; and

WHEREAS, the Manpower Development Fund allows for facility upgrades relative to Apprenticeship Training Programs; and

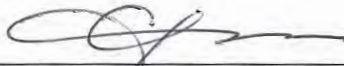
WHEREAS, the College has identified the need to use these funds in moving forward with the WDC renovation project which will serve as the main ship repair training facility; and

Page 2: GCC Board of Trustees Resolution 3-2024 – Request to Provide Additional Funding for the Workforce Development Center.

WHEREAS, the College requests the Board of Trustees to authorize the transfer of up to \$2,197,000.00 from the Manpower Development Fund balance to the Capital Projects Fund.

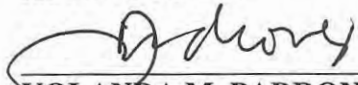
NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees authorizes the transfer of up to \$2,197,000.00 from the Guam Community College Manpower Development Fund for additional funding needed for the Workforce Development Center renovation project.

ADOPTED the 13th day of February 2024.



CARLO M. LEON GUERRERO
Chairperson

ATTESTED BY:



YOLANDA M. PADRONES
Secretary

GUAM COMMUNITY COLLEGE
Board of Trustees
Resolution No. 4-2024

**REQUEST TO PROVIDE ADDITIONAL FUNDING FOR THE
WELLNESS & MAINTENANCE CENTER**

WHEREAS, Guam Community College (“College”) is a “leader in career and technical workforce development, providing the highest quality student-centered education and job training for Micronesia” as stipulated in its mission; and

WHEREAS, as a “leader in career and technical workforce development,” the College supports improvements or expansion in support of academic and career and technical programs; and

WHEREAS, the College is the central training facility for law enforcement on Guam and provides education services, including the physical requirements needed; and

WHEREAS, the College updated its Institutional Strategic Master Plan (ISMP) for 2020-2026, which is the central planning document for the College to address the needs of our students, consistent with the College’s Mission Statement; and

WHEREAS, the College supports the physical, social, emotional, and mental well-being of its students, staff, faculty, and administrators; and

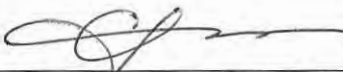
WHEREAS, the Guam Community College Foundation (GCC Foundation), through Resolution GCCF1-2022, will borrow \$7,000,000 to build the Wellness & Maintenance Center; and

WHEREAS, Board of Trustees has established through Policy 220, that the fund balance available in the Non-Appropriated Fund is reserved for capital projects and can be transferred to the Capital Projects Fund; and

WHEREAS, the cost for the construction and equipment is estimated to be approximately \$9,242,671.

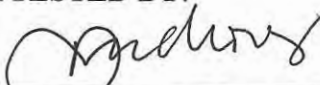
NOW, THEREFORE, BE IT RESOLVED, that the College requests that the Board of Trustees authorizes the transfer of up to \$2,242,671 from the Non-Appropriated fund balance to the Capital Projects Fund as leveraged funding to support the Wellness & Maintenance Center construction project.

ADOPTED the 13th day of February 2024.



CARLO M. LEON GUERRERO
Chairperson

ATTESTED BY:



YOLANDA M. PADRONES
Secretary

Pacific Islands Governance Leadership Institute DRAFT AGENDA

Thursday, February 29th - Crowne Plaza Resort Saipan

8:00 am – 8:30 am	Breakfast
8:30 am – 9:00 am	Welcome Remarks and Introductions Robin Matross Helms, VP Membership and Educational Services - ACCT Facilitators
9:00 am – 11:30 am	Board Basics: The Work of the Board & Board Operating Procedures <ul style="list-style-type: none"> • Statutory responsibilities • Fiduciary responsibilities • Board Manual and Bylaws • Organizational Models & Committee Structure • Laws & Public Record Requirements • The Consent Agenda
11:30 am – 12:15 pm	Lunch
12:15 pm – 1:45 pm	Building a Strong CEO/Board Relationship
1:45 pm – 2:00 pm	Break
2:00 pm – 3:00 pm	Board Ethics
3:00 pm – 4:00 pm	How to Work with Challenging Board Members
4:00 pm	Wrap Up

Friday, March 1st - Crowne Plaza Resort Saipan

8:00 am – 8:30 am	Breakfast
8:30 am – 8:50 am	Welcome Remarks – Reflection
8:50 am – 10:15 am	Succession Planning for the Board – Navigating the Leadership Pipeline
10:15 am – 10:30 am	Break
10:30 am – 11:45 am	The Board’s Role During a Crisis
11:45 am – 12:30 pm	Lunch
12:30 pm – 1:30 pm	Best Practices of Highly Effective Board

1:30 pm – 2:00 pm

Closing Remarks and Questions