GUAM COMMUNITY COLLEGE BOARD OF TRUSTEES Monthly Meeting Friday, July 12, 2024, 12:00 p.m. Rm. 112, Learning Resource Center (Library), Building 4000

AGENDA

I. <u>CALL TO ORDER</u>

- 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. <u>APPROVAL OF MINUTES</u>

1. Monthly Meeting of May 24, 2024

III. <u>COMMUNICATIONS</u>

IV. <u>PUBLIC DISCUSSION</u>

V. <u>REPORTS</u>

- 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. <u>UNFINISHED BUSINESS</u>

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

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VII. <u>NEW BUSINESS</u>

- 1. Approval of Institutional Self-Evaluation Report (ISER)
- 2. Chief Information Technology Officer Position Description, Update
- 3. "Tuition-Free" College Scholarship
- 4. President's Travel Request (July, November 2024)

VIII. <u>EXECUTIVE SESSION</u>

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

IX. <u>ADJOURNMENT</u>

GUAM COMMUNITY COLLEGE Board of Trustees Monthly Meeting of May 24, 2024

Minutes

I. CALL TO ORDER. The monthly meeting of the GCC Board of Trustees held on May 24, 2024, was called to order at 12:14 p.m., by Chairman Carlo Leon Guerrero, in Room 112 located at the Guam Community College Learning Resource Center (Library) in Mangilao, Guam.

1. Roll Call. Trustees Present: Mr. Carlo Leon Guerrero, Chairman; Ms. Rose P. Grino, Vice Chairperson; Mr. Frank P. Arriola, Member; Mr. Richard P. Sablan, Member. Ms. Yolanda Padrones, Secretary (out sick); Ms. Gina Y. Ramos, Treasurer (off-island); Ms. Ayda V. Bautista, Student Trustee (off-island).

2. <u>Others in attendance</u>: Dr. Mary A.Y. Okada, President; Dr. Virginia Tudela, Vice President, Academic Affairs Division; Mr. Gerald Cruz, Associate Dean, TSS; Dr. Julie Ulloa-Heath, Assistant Director, Planning & Development; Ms. Apolline San Nicolas, Chief Human Resources Officer; Ms. Denise Mendiola, Assistant Director, CEWD; Mr. John Dela Rosa, Assistant Director, Communications and Promotions; Ms. Simone Bollinger, Faculty Advisory member; Mr. Kenneth Bautista, Support Staff Advisory member; Attorney Rawlen Mantanona.

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 – April 12, 2024.

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, AND SECONDED BY TRUSTEE FRANK P. ARRIOLA, THAT THE BOARD APPROVES THE MEETING MINUTES OF APRIL 12, 2024, WITH CORRECTIONS. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

- **III. COMMUNICATIONS**. None received
- **IV. PUBLIC DISCUSSION**. No request.

V. REPORTS

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

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

FY2024: As of year-to date, the College received \$13,874,634.00 for its appropriation. \$8,825,297.00 from the General Fund; \$4,302,060.00 from MDF; and \$52,336.00 to support the WICHE PSEP scholarship program; \$694,941.00 for MDF collection for FY2022. This represents a total of 87% based on the allotment schedule presented for regular releases. The College continues to receive its appropriation on a regular basis from the Department of Administration and does not anticipate that there will be any shortfall this year.

Capital Improvement Projects and other activities:

CIP:

The bid for the storage system on campus has been awarded and the College is working on another grant application for a solar parking canopy within the next couple of weeks for the administration building parking lot. The Board will be provided further details when the application is complete.

Other activities:

As of last week, of the 17 graduates that are on the LPN program, the College received notice that 16 passed the NCLEX but there is still one student pending that has yet to take the exam. The College participated in a proclamation signing for Youth Apprenticeship on April 22, 2024 and has 7 high school students that are currently enrolled in the program with support and participation from the Hyatt. This activity is led by our department chair, Ms. Carol Cruz, who has done a really good job in advocating for youth apprenticeship. This is the first Youth Apprenticeship that we've had in partnership with the Dept. of Labor and anticipate expanding this program with other hotels; and the completion ceremony for the Childcare VI boot camp was held on April 17, 2024.

The College's culinary students had an opportunity to attend an event sponsored by the Philippine Consul General on the lecture of Filipino noodles, with another one being organized on Filipino rice cakes. These students received first-hand support from the Philippine Consulate in terms of preparing Filipino food; the Simon Sanchez ProStart Marketing and Hospitality students participated in the Island Girl Power Annual Pancake fundraiser and the President expressed thanks to our faculty, Ms. Kathy Chargualaf, Chef Phil Callos and Chef Regine Olarte.

On April 26, 2024 was the "Guam Loves to Read" book launch at the Learning Resource Center. This is the Literacy Navigators program that was funded through the Governor's office, which continues to run to date in partnership with the Guam Public Library System. The Literacy Navigators are also currently supporting DYA students. As part of the literacy initiative, a total of 7,200 books were distributed which included GDOE schools.

The "Guam Loves to Read" program is set to continue through the summertime and will also feature a back-to-school event. The Literacy Navigators also participated in helping with

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tutoring and coaching elementary students. In moving forward with this literacy initiative, the College anticipates the idea of a little Bookmobile to provide outreach services to underserved areas within our community.

As a recipient of federal funds, the College is required to implement a Drug and Alcohol Prevention program. To meet these requirements, the College has been offering drug and alcohol prevention training to many of our employees. The College has assembled a team to address these issues and ensure federal compliance.

Dr. Mike and his team were thanked regarding the University updating its general education course requirements. Math and Science courses are now articulated, and the College will be updating its catalog this year to reflect this.

SNAP E&T is a program offered through the Department of Public Health & Social Services (DPH&SS). Nearly a year ago, the College received a small funding from ACCT to develop a SNAP E&T partnership and program. The College recently met with SNAP representatives from the USDA Food and Nutrition Service to discuss being a strategic partner for our students. Given that many of our students are eligible for the Pell Grant, the College wanted to provide students information with access to additional resources on campus rather than requiring them to visit DPH&SS.

During last month's visit, the SNAP representatives identified that our partnership role is on track. They identified several modules that needed to be reviewed and updated. That this is a good partnership and this is one of the things that we can do to provide additional support services for students.

The College received two scholarships from the Camacho Foundation in early April 2024, and anticipate this is something the College will expand on; Vice Chairwoman Grino and the President presented the Fiscal Year 2025 budget to the Guam Legislature, which the Senators seemed pleased with due to the College holding down the costs.

2. Monthly Activities Report.

<u>Student Trustee</u>: Trustee Bautista is currently off-island.

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

Classes for the postsecondary course already ended and secondary is just finishing up; it's the end of the semester and grades are being submitted and is informed there haven't been too many issues with that; working on the summer schedule; looking at classes and working on enrollment; May 6, 2024 was the CHamoru completion ceremony for the second cohort. This isn't a GCC certificate, but a *Kumision* certificate with 11 students. There are two more

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cohorts after this and then working to have additional cohorts; the "On Art In Research (ON AIR)" event held last month had over 200 attendees.

Ms. Bollinger further reported that there is student information that was collected by other students that showed a need for more student support services related to overall wellness. An event is being planned for this in September 2024, which is also suicide awareness month.

May 17, 2024 was the GCC graduation but Ms. Bollinger could not attend due to her daughter's completion ceremony held the same day. Mr. Fred Tupaz attended on her behalf who was also a past President for faculty and who is also planning on retiring. There is a total of four faculty members retiring this academic year.

Ms. Bollinger will be off-island for the summer and return in July 2024.

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

Support staff are working on assisting students with registering for the Summer and Fall semesters and staff are also preparing the campus.

This year's graduation was again successful. It was held in the morning and the majority of the staff were there to assist. Was good to see the graduates and anticipating they will be attending the University or joining the workforce.

Attended the Workforce Development Center groundbreaking ceremony on May 6, 2024 in Barrigada.

Board of Trustees Community Outreach Report:

On April 16, 2024, Guam Legislature: Vice Chairperson Grino reported she and the President attended the hearing for the FY2025 budget. She thanked the team for putting all the documents together in preparation for this budget hearing.

May 6, 2024, 9:30 a.m., Workforce Development Center groundbreaking ceremony in Barrigada: Attended by Trustees Leon Guerrero, Grino and Arriola.

May 18, 2024, at Dusit Thani Resort: Trustee Grino also mentioned that May is Nurses month and attended an award ceremony along with Associate Dean Dorothy Duenas, who was also one of the nominees for the Guam Nurses Association's Honorary Nursing Practice in Allied Health and Education and congratulated Ms. Duenas. Trustee Grino also mentioned that the Guam Nurses Association will be including GCC as part of their scholarship for an Associate Degree in Nursing.

May 16, 2024, Andrea Ilao Foundation Scholarship award presentation, JMI Edison's office in Harmon: Trustee Grino was in attendance along with the President at this event.

May 17, 2024, 9:00 a.m., GCC Graduation ceremony, UOG Fieldhouse: Chairman Leon Guerrero attended the GCC graduation ceremony. On behalf of the Board the Chairman expressed appreciation to all the employees for a successful event. He further mentioned

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that the event was very efficient and received positive comments from everyone especially how they were very pleased it was not a lengthy ceremony but was under two hours.

Vice Chairperson Grino also attend the GCC graduation ceremony and commented on the efficiency of the employees that she was able to attend another event that same morning. On behalf of the Board, the Vice Chairperson congratulated all the team on this success and said it was a really nice graduation ceremony.

At this time, Trustee Grino congratulated the College for another successful school year.

VI. UNFINISHED BUSINESS

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

Wellness Center.

The President followed up with the contractor to finalize our financial feasibility study on this project which is needed in order to close out the USDA loan. USDA also requested for an overlay map for the footprint of the Wellness Center. This is to show where the facility sits in relation to the Biological Survey map which identifies butterflies, snails, bats and trees. To also show where the footprint of the facility will be in conjunction with these. This has already been provided to USDA and the College is waiting for feedback regarding the overlay.

Building B.

To date, this project is about 71.83% complete. This project is ongoing and the College is anticipating a time extension possibly until August 2024 although the contract is until June 2024.

Workforce Development Center (Barrigada property).

As previously reported, the groundbreaking was on May 6, 2024, and the contractor is on permitting process with some internal demolition currently in progress.

Culinary Arts & Baking Center.

This project is at 52.17% complete from when it was last reported at 21.6% and is progressing with the trenching for the drains, plastering of walls, installation of the copper pipe for the water line and the gas lines.

As of yesterday, the College received official notification from USDOE that our minority serving institution grant is now extended until June 2025 for liquidation. There is still about 1.3 million on this project. The College submitted information that this project is in the process of construction, identified that the roof needed to be changed and the design was done for that, plus there is a change order with the contractor for this. The College's request for extension was then approved for another year to obligate. Even with the time extension

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this project is until April 2025.

Generator for Building 2000.

As last reported and to date, the housing for this generator is currently at 92% complete. Work currently pending is for the fiber optic cables to be pulled and the testing results of the copper wire. Once these are done, the generator project should be completed.

At this time, the President reported that the College received a follow up request from FEMA regarding a grant for Building 600 and have until next week to submit a response prior to any official award. The College will be updating the A&E design for this project and will be requesting for the Board's consideration to secure funding for the design.

2. Accreditation Updates. The President reported that the Institutional Self Evaluation Report (ISER) will be presented to the Board in July 2024. Dr. Gina Tudela, the Accreditation Liaison Officer (ALO) and Dean Pilar Williams, the Assistant ALO, with the President attended the ACCJC conference. This conference came at a right time. There were several sessions that dealt with the ISER with the new standards and as a result there is some documentation revisions with links that will be updated. The ISER has already gone through the governance process for approval. There will be no major changes just documentation updates based on what we are currently doing with the current process, what we've done in recognizing that process, how we can improve, and what modifications or changes and the results relating to all the standards. Examples of results are surveys and courses being offered. The Vice President and the team are being given some time to complete the ISER before being submitted for the Board's approval next month in July. The ISER is due August 1, 2024.

VII. NEW BUSINESS.

1. Compensation Review Update for Faculty. The President explained that Alan Searle provided an update regarding the compensation study for faculty with some Board members in attendance. The Board was provided with some documents, as follows:

Appendix A, "Faculty-Job Evaluation Results." This basically takes into consideration and numerically assigns based on job title and a score that has helped for use in building the compensation tables. This also takes into consideration 12 different components, their education, experience, complexity, scope of work, problem solving, support received, work environment, physical demands, decision making, HR/contact, authorization exercised, and supervisory & management responsibility.

Appendix B, "Faculty-Market Data Results." This is the market percentile based on 2022, and it takes you from the 5th percentile through the 95th percentile. Our goal is to eventually reach the 50th percentile. This is the benchmarking and the market percentiles using 2022 data. Additional document attached to this appendix identifies how many individuals we have and identifies the average of each of the benchmark positions. This also identifies post

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secondary, secondary, instructional, non-instructional and by the different ranks, which are the five ranks identified.

Appendix C, "Base Salary Regression" and the job evaluation points. This document identifies faculty members that are above the 50th market percentile and below the 50th market percentile.

Appendix D is the cost of migrating faculty to the 20th market percentile. This identifies that in current faculty, the number of faculty that are below the 20th percentile is 45 out of the 106; and those above the 20th percentile is 61 out of the 106. The cost associated with moving faculty to the 20th percentile is \$110,000.

Appendix E is the number of employees that are less than the 20th percentile, which is 49 out of the 106; and 57 of the 106 are above the 20th percentile. The cost to migrate is at \$239,659.

There are 2 options being presented to the Board for consideration, the 20th percentile and the 25th percentile.

Ms. Simone Bollinger mentioned that she also attended the review of the compensation update for faculty by Mr. Searle along with the Faculty Senate President. That this is great for incoming positions to attract these professionals.

The President also mentioned that the most impact with this update is on the emergency instructors and assistant instructors in moving them to a higher start in salary.

The recommendation by Mr. Searle is to move either to the 20th or 25th percentile and that there is funding in moving forward. The Administrators were recently moved to the 20th percentile which was from the 15th percentile. Based on the market, a complete compensation review is recommended every 3-5 years. Faculty evaluations have already been done and will be slotted in first with the increments. There were some discussions. The implementation of the 25th percentile will be thereafter during the first pay period for the next academic year in August 2024. A motion was then made for the following:

MOTION

IT WAS MOVED BY TRUSTEE FRANK P. ARRIOLA, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE BOARD APPROVE THE UPDATED COMPENSATION FOR FACULTY AND TO MOVE THEIR SALARY TO THE TWENTY-FIFTH (25TH) MARKET PERCENTILE. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

2. **President's Travel Request (June 2024)**. The following is the President's travel request:

ASTRO, June 2-8, 2024, Denver, Colorado, funded by promotional funds.

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MOTION

IT WAS MOVED BY TRUSTEE FRANK P. ARRIOLA, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE PRESIDENT'S TRAVEL FOR JUNE 2024, AS PRESENTED, IS HEREBY APPROVED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

At this time a motion was made as follow:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE FRANK P. ARRIOLA, THAT THE MEETING CONVENE INTO EXECUTIVE SESSION. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

At 12:56 p.m., the meeting convened into Executive Session.

VIII. EXECUTIVE SESSION

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

At this time a motion was made as follow:

MOTION

IT WAS MOVED BY TRUSTEE ROSE P. GRINO, SECONDED BY TRUSTEE RICHARD P. SABLAN, THAT THE MEETING RECONVENE INTO OPEN SESSION. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

At 1:15 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 FRANK P. ARRIOLA, SECONDED BY TRUSTEE RICHARD P. SABLAN THAT THE PRESIDENT'S REPORT BE ACCEPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

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

MOTION

IT WAS MOVED BY TRUSTEE FRANK P. ARRIOLA, SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE MEETING OF MAY 24, 2024, BE ADJOURNED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)

There being no further discussion, the meeting of May 24, 2024, adjourned at 1:15 p.m.

SUBMITTED BY:

Routhe n. Cuenno JUL 1 2 2024

BERTHA M. GUERRERO Recording Secretary

ATTESTED BY:

2024 2

YOLANDA M. PADRONES Secretary

APPROVED BY:

JUL 1 2 2024

CARLO M/LEON GUERRERO Chairperson

CHIEF INFORMATION TECHNOLOGY OFFICER

NATURE OF WORK

This is a complex and responsible professional work in information technology application systems in a higher education work environment.

The Chief Information Technology Officer (CITO) manages, directs, plans, coordinates and designs the College's information technology (IT) related services. Works closely with Management to identify, recommend, develop, implement, and support cost effective technology solutions for the College. Oversees the development/update and maintenance of a secure infrastructure to meet users' needs; ensures a high level of customer satisfaction; creates and takes advantage of efficiencies in operations; and supports innovation.

Reports to the Vice President for 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 I sted).

Develop, establish, and acquire IT initiatives, implement IT projects, and measure the return on investment and benefits realization through the entire life cycle of the investment/project.

Develop and lead the implementation of a highly effective IT strategy in support of the College's mission and strategic goals, and in partnership with leadership and campus stakeholders.

Develop an enterprise technology and information management strategy in collaboration with management.

Develop and monitor compliance regarding IT policies and procedures as well as operating and service standards.

Develop systems technology solutions for complex business problems that require ingenuity and innovation.

Develop consistent quality standards for vendors and manage vendor performance to ensure consistency with quality and contract standards.

Develop and implement departmental standard operating procedures and policies.

Improve IT controls and procedures, prioritize and manage risks, establish objectives and measure results, implement policies, guidelines and regulatory framework.

Manage and direct IT operations and maintenance of client server applications both on campus and cloud-based systems and services.

Manage and oversee application support including end user technical support services and desktop workstation activities and mobile computing systems, printers, facsimile machines and presentation equipment. Support electronic mail services and related contract/equipment.

Provide leadersh o direction in the review of new software and hardware acquisitions.

Collaborate with stakeholders to provide innovative technological approaches to advance the College's mission

Ensure security c information assets.

Stay current in new technologies and platforms.

Prepares and ma ntains records and reports.

Manage IT budget and major expenditures for the College. Manage IT assets and financials and optimize services provided with acceptable total cost of ownership for all technology deployments. Develop and manage financial aspects of the IT department, including purchasing, budgeting, and budget reviews.

Serve as a liaison between industry groups, associations, and local service organizations concerning matters related to IT.

Manage and cversee the supervision of personnel, including training and employee development.

Perform other d ities, consistent with the position, as required or assigned.

MINIMUM KNO NLEDGE, ABILITIES AND SKILLS

Knowledge of the standard principles, methods, practices, techniques of information technology such as information systems planning, database design, programming and systems implementation

Knowledge of cc mputer systems design, programming and operations.

Knowledge of conputer hardware and software systems planning and technical support functions.

Knowledge of enterprise computer networking technologies and telecommunications systems and development.

Knowledge of c rganization, management, control of complex computer equipment and data processing facil ties.

Ability to perfo m a broad range of supervisory responsibility over others.

Chief Information Technology Officer, 2

Ability to relate complexities to individuals by presenting ideas in business-friendly and user-friendly language.

Ability to think critically and strategically.

Ability to be persuasive and professional in verbal and written communications with multiple constituencies including employees and other stakeholders.

Ability to work effectively with the public and employees and effectively prioritize and execute tasks in a high-pressure environment.

Ability to provide management direction in an environment of change and willingness to make difficult and challenging decisions.

Ability to provide clear expectations and direction.

Ability to conduct and direct research into IT issues and products as required.

MINIMUM EXPERIENCE AND TRAINING

- A. Master's degree with eighteen (18) credits in Information Technology, Computer Science, or related field, Professional Certification in Information Technology or Computer Science, and two (2) years of specialized supervisory experience in Information Technology or Computer Networking; or
- B. Bachelor's degree with eighteen (18) credits in Information Technology, Computer Science, or related field, Professional Certification in Information Technology or Computer Science, and four (4) years of specialized supervisory experience in Information Technology or Computer Networking; or
- C. Associate's degree with eighteen (18) credits in Information Technology, Computer Science, or related field, plus Professional Certification in Information Technology or Computer Science, and six (6) years of specialized supervisory experience in Information Technology or Computer Networking.

Ratified: JUL 1 2 2024

CHAIRPERSON BOARD OF TRUSTEES

PAY GRADE: O

GUAM COMMUNITY COLLEGE Board of Trustees Resolution 7-2024

"TUITION-FREE" COLLEGE SCHOLARSHIP

WHEREAS, Guam Community College ("College") was created by the Community College Act of 1977 (codified at 17 GCA §§ 30101, *et seq.*) to provide secondary, postsecondary and adult educational programs and career-technical training that is premised on lifelong learning; and

WHEREAS, the College's mission is to be "a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia;" and

WHEREAS, the Guam Community College and its Board of Trustees in meeting its mission, supports program initiatives developed to assist its students; and

WHEREAS, the College will develop a plan to establish a "Tuition-Free" College scholarship for students to amplify the value of obtaining a postsecondary education; and

WHEREAS, this scholarship will cover tuition and mandatory fees, after any federal grant aid has been applied. These students who qualify for maximum grant aid may use any additional grant funds to cover the cost of books, supplies, and other related educational expenses; and

WHEREAS, the programs that will be covered under this scholarship initiative is for Construction, Information Technology, Accounting, and Education; and

WHEREAS, the College received funding through the First-Generation Trust fund initiative and desires to use the available balance to support students as a "Tuition-Free" College scholarship.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of the Guam Community College fully supports a "Tuition-Free" College scholarship program; and reaffirms its commitment to providing quality education with said initiative; and

BE IT FURTHER RESOLVED, that the Board approves for the Guam Community College to establish a "Tuition-Free" College scholarship program with funding to be supported from the First-Generation Trust fund currently available in the amount of \$719,088.00.

ADOPTED the 1.2th day of July, 2024.

CARLO M. LEON GUERRERO Chairperson

ATTESTED BY:

VOLANDA M. PADRONES Secretary

PRESIDENT'S TRAVEL SCHEDULE July, November 2024

	Location
July 30 – August 1, 2024	Washington, DC
November 19-22, 2024	Manila, PI

Funding Source(s): *Promotional Account; **Adult Education funding