

Messages & Communications Doc. No. 38GL-26-2219 through 2229.

From 38th Committee On Rules <committeeonrules@guamlegislature.gov>  
 Date Thu 4/23/2026 11:12 AM  
 To Guam Legislature Clerks <clerks@guamlegislature.gov>  
 Cc Frank Blas Jr. <speakerblas@guamlegislature.gov>

6 attachments (24 MB)

42326COMM Doc. No. 38GL-26-2220.pdf; 42326COMM Doc. No. 38GL-26-2221.pdf; 42326COMM Doc. No. 38GL-26-2223.pdf; 42326COMM Doc. No. 38GL-26-2222.pdf; 42326COMM Doc. No. 38GL-26-2224.pdf; 42326COMM Doc. No. 38GL-26-2225.pdf;

Háfa Adai Clerks Office,

Please see attached, Messages & Communications Doc. No. 38GL-26-2219 through 2229 for processing:

✓	38GL-26-2219	Department of Agriculture	Prior Year Obligations to pay Guam Home Center in the total amount of \$131.97; to pay The Guam Daily Post LLC in the total amount of \$224.00*
✓	38GL-26-2220	Guam Community College	Board of Trustees Meeting Packet for March 19, 2026*
✓	38GL-26-2221	Office of the Mayor - Municipality of Inaláhan	FY2026 Non-Appropriated Funds Report- 2nd Quarter*
✓	38GL-26-2222	Office of the Mayor - Municipality of Inaláhan	FY2026 Appropriated Funds (COMBS-GF- GEFF) Account for 2nd Quarter*
✓	38GL-26-2223	Guam Environmental Protection Agency	FY2026 2nd Quarter Board of Directors Quarterly Attendance Record for Regular Meetings.
✓	38GL-26-2224	Bureau of Budget and Management Research	Status of the Consolidated Revenue/Expenditure Report (CRER) and Special Revenue Fund Tracking Report for the period ending March 31, 2026*
✓	38GL-26-2225	Port Authority of Guam	FY2026 Revenues and Expenses Report for month ending December 31, 2025*
✓	38GL-26-2226	Office of the Mayor - Municipality of Malesso'	FY2026 Appropriated Funds (COMBS-GF- GEFF) Account for 2nd Quarter*
✓	38GL-26-2227	I Kumisión i Fino' CHamoru yan i Fina'ná'guen i Historia yan i Lina'la'i Taotao Tãno'	Prior Year Obligations to pay Kumisión Board Members in the total amount of \$300.00*
✓	38GL-26-2228	Office of the Governor of Guam	FY2026 2nd Quarter Staffing Pattern*
✓	38GL-26-2229	Guam Memorial Hospital Authority	FY2026 2nd Quarter Travel Report*

Please retrieve Doc. No. 38GL-26-2219, 2226 through 2229 from link below:

[Messages & Communications Physical Scanned Copy - Google Drive](#)

Kindly reply to this email



*Si Yu'os ma'ãse',*

Marie Crisostomo

Committee on Rules Assistant

**COMMITTEE ON RULES**

Vice Speaker V. Anthony Ada, Chairperson

*I Mina'trentai Ocho Na Liheslaturan Guåhan*

*38<sup>th</sup> Guam Legislature*

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## Messages and Communications 38GL-26-2220\*

2 messages

**Speaker Frank Blas Jr.** <speakerblas@guamlegislature.gov>  
 To: 38th Committee On Rules <committeeonrules@guamlegislature.gov>, Sabrina Salas Matanane <office.senatorbri@guamlegislature.gov>

Wed, Apr 22, 2026 at 10:11 AM

*Håfa Adai,*

Please see attached M&C Doc. No. 38GL-26-2220

38GL-26-2220	Guam Community College	Board of Trustees Meeting Packet for March 19, 2026*
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*Si Yu'os Ma'åse'*

*Bernice Rivera*

Administrative Assistant



### Office of Speaker Frank F. Blas, Jr.

I Mina'trentai Ocho na Liheslaturan Guåhan 38<sup>th</sup> Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

(671)969-6456

[speakerblas@guamlegislature.gov](mailto:speakerblas@guamlegislature.gov)

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----- Forwarded message -----

From: **Bertha Guerrero** <[bertha.guerrero@guamcc.edu](mailto:bertha.guerrero@guamcc.edu)>  
 Date: Fri, Apr 17, 2026 at 3:00 PM  
 Subject: GCC Reporting Requirement, March 2026  
 To: Speaker Frank Blas Jr. <[speakerblas@guamlegislature.gov](mailto:speakerblas@guamlegislature.gov)>

**To: The Office of the Speaker**  
**38th Guam Legislature**

Hafa Adai Office of the Speaker,

Transmitted herewith are attachments relative to the reporting requirement for the Guam Community College Board of Trustees meeting on March 19, 2026.

*Kindly acknowledge receipt of this email.*

*Si Yu'os Ma'åse,*

Bertha M. Guerrero, Administrative Secretary

Guam Community College

Board of Trustees / Foundation Board of Governors

Office: [671-735-5636](tel:671-735-5636)

P.O. Box 23069; Barrigada, Guam 96921

Email: [bertha.guerrero@guamcc.edu](mailto:bertha.guerrero@guamcc.edu)

Guam Community College 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.

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E-mail administered by Guam Community College

2 attachments

03-19-2026 BOT mtg.signed.pdf  
5209K

38GL-26-2220.pdf  
1080K

38th Committee On Rules <committeeronrules@guamlegislature.gov>  
To: "Speaker Frank Blas Jr." <speakerblas@guamlegislature.gov>

Wed, Apr 22, 2026 at 12:58 PM

*Håfa Adai,*

Received, and thank you.



*Si Yu'os ma'åse',*

Marie Crisostomo

Committee on Rules Assistant

**COMMITTEE ON RULES**

Vice Speaker V. Anthony Ada, Chairperson

*I Mina'trentai Ocho Na Liheslaturan Guåhan*

*38<sup>th</sup> Guam Legislature*

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Speaker Frank Blas Jr. <speakerblas@guamlegislature.gov>

## GCC Reporting Requirement, March 2026

2 messages

**Bertha Guerrero** <bertha.guerrero@guamcc.edu>  
 To: "Speaker Frank Blas Jr." <speakerblas@guamlegislature.gov>

Fri, Apr 17, 2026 at 3:00 PM

Doc Type: 38GL-26-2220  
 OFFICE OF THE SPEAKER  
 FRANK F. BLAS, JR.  
 April 17, 2026  
 Time: 3:00 PM  
 Received: 

**To: The Office of the Speaker**  
**38th Guam Legislature**

Hafa Adai Office of the Speaker,

Transmitted herewith are attachments relative to the reporting requirement for the Guam Community College Board of Trustees meeting on March 19, 2026.

*Kindly acknowledge receipt of this email.*

*Si Yu'os Må'ase,*  
 Bertha M. Guerrero, Administrative Secretary  
 Guam Community College  
 Board of Trustees / Foundation Board of Governors  
 Office: 671-735-5636  
 P.O. Box 23069; Barrigada, Guam 96921  
 Email: [bertha.guerrero@guamcc.edu](mailto:bertha.guerrero@guamcc.edu)

### Guam Community College Mission Statement

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 **03-19-2026 BOT mtg.signed.pdf**  
5209K

**Speaker Frank Blas Jr.** <speakerblas@guamlegislature.gov>  
To: Bertha Guerrero <bertha.guerrero@guamcc.edu>

Fri, Apr 17, 2026 at 3:12 PM

Håfa Adai

Confirming receipt of your email.

*Si Yu'os Ma'åse'*

*Bernice Rivera*

Administrative Assistant



**Office of Speaker Frank F. Blas, Jr.**

I Mina'trentai Ocho na Liheslaturan Guåhan 38<sup>th</sup> Guam Legislature

Guam Congress Building, 163 Chalan Santo Papa, Hagatña

(671)969-6456

[speakerblas@guamlegislature.gov](mailto:speakerblas@guamlegislature.gov)

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**GUAM COMMUNITY COLLEGE  
BOARD OF TRUSTEES  
Monthly Meeting – Thursday, March 19, 2026, 12:00 p.m.  
GCC President’s Conference Room (PCR), Building 2000**

**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 February 6, 2026

**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
  - Solar Parking & Building D
  - Building 600
  - Public Health Building



**38GL-26-2220**  
Messages and Communications

**RECEIVED**  
COMMITTEE ON RULES  
April 22, 2026

10:11 a.m.  
*Marie Crisostomo*

**VII.           NEW BUSINESS**

1. 2026-2032 Institutional Strategic Master Plan (ISMP)
2. 5 Year Academic Calendar (Updated)

**VIII.           EXECUTIVE SESSION**

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

**IX.            ADJOURNMENT**

**GUAM COMMUNITY COLLEGE**  
**Board of Trustees**  
**Monthly Meeting of February 6, 2026**

**Minutes**

**I. CALL TO ORDER.** The monthly meeting of the GCC Board of Trustees held on February 6, 2026, was called to order at 12:01 p.m., by Chairperson 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; Ms. Gina Y. Ramos, Treasurer; Ms. Faith Velasco, Student Trustee. Ms. Yolanda Padrones, Secretary (off-island); Mr. Frank P. Arriola, Member (schedule conflict); Mr. Richard P. Sablan, Member (schedule conflict).

**2. Others in attendance:** Dr. Virginia C. Tudela, Interim President; Dr. Mary Okada, President Emeritus; Ms. Clarissa Padua, Vice President, Finance & Administration; Ms. Pilar Williams, Vice President, Academic Affairs Division; Ms. Apolline San Nicolas, Chief Human Resources Officer; Mr. John Dela Rosa, Assistant Director, Communications and Promotions; Mr. Kenneth Bautista, Support Staff Advisory Representative; Ms. Francine Galao, Faculty Advisory Representative; Attorney Rawlen Mantanona; Mr. Valentino Perez.

**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 – January 20, 2026 Minutes**

**MOTION**

**IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, AND SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE BOARD HEREBY APPROVES THE MEETING MINUTES OF JANUARY 20, 2026, WITH CORRECTIONS. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

**III. COMMUNICATIONS.** None.

**IV. PUBLIC DISCUSSION.** No request.

**V. REPORTS**

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

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

FY2026: As of year-to-date, the College received \$5,669,918.00 to support operations. This equates to approximately \$4.8 million from the General Fund; \$705,964.00 from MDF; \$26,168.00 to support the WICHE program; and \$100,000.00 to support the Guam POST Commission. This is equivalent to about 58% of the requested amount based on the allotment schedule. The College continues to receive regular appropriations from the Department of Administration.

**Capital Improvement Projects and other activities:**

The Interim President reported the following:

The Building 2000 emergency generator project is 100% complete. There is clarification on liquidated damages (LD) between TRMA and GCC on outstanding balances was discussed. Official calculation and the LD letter to American Builders is pending.

The Culinary Arts & Baking Center (Building 400) is 99.51% complete. Change Order No. 6 was issued to BME; Purchase Order for Change Order No. 6 was provided to BME; sample epoxy recoating was inspected and approved by TRMA; Notice to Proceed to order epoxy supplies and materials was provided to BME on January 29, 2026; tentative date to start recoating is during Spring break; BME will need 14 days for the recoating of the floors; and the 50-kilowatt Solar System has reduced the building's energy by 60-70%.

Regarding AC Replacement, Carrier initiated the GPA Energy Sense Rebate application for GCC on January 30, 2026 and no work has been conducted regarding the reconnection of AC units at Building E to the existing DDC system. Schedule is pending as there are 2 DDC systems involved in the reintegration.

With Building 300, clarification on liquidated damages between TRMA and GCC on outstanding balance was discussed for this project; TRMA provided information on outstanding balance and MMO to prepare LD letter and over penalties; punch list work was halted due to crew being sick and off-island; work will continue on the canopy flashing and water tank repair in mid-February 2026.

The DNA Building is 46.25% complete; BME is still waiting to schedule an official testing and balancing work of the building mechanical system by a subcontractor; they have identified a new TAB Commissioning agent which requires a thorough site assessment; and the Joint Use Agreement document between GCC and GPD has been drafted and submitted for review and approval. GPD has been following up on this document.

The Building B renovation is 99.90% complete. The initial TAB report has been completed and submitted to TRMA for review. PFM has stated there will be adjustments needed based on the initial report. PFM is also working on correcting key functioning issues with specified

exterior doors and are 90% complete; the slippery veranda issue is being looked at and a proposal for no skid additions have been submitted to TRMA for review and consideration; OFCI key boxes and drop box is currently being installed and no programs or departments have begun moving into the building to date; and MIS continues to prepare the computer lab for full operation and functionality

The Workforce Development Center is 96.50% complete. American Builders continues to work on interior electrical work and major classroom lighting work; and the final Fire Alarm System testing is needed and will be scheduled. The College is requesting for program approval regarding relocation of equipment from the original equipment layout due to industry best practices and enhanced facility operations. GCC is finalizing a position paper regarding the contractor's consistent underperformance to be reviewed by TRMA consultants and the legal counsel. Ribbon cutting for the WDC was held on December 30, 2025. Only a temporary occupancy permit was obtained and full occupancy is currently being worked on.

In response to a question by the Chairman regarding how much additional time the contractor would need to reach 100% completion, it was reported that the contractor is currently finalizing the schedule. The focus at this stage is on scheduling the relocation of equipment from the current site to the new facility under the existing temporary occupancy permit. Once the equipment has been moved, remaining issues can continue to be addressed while the temporary occupancy is in effect.

**Other activities:**

The following was also reported: The GCC Fact Book Volume 20 for Academic Year 2025–2026 has been published on the GCC website; the Institutional Strategic Master Plan for 2026–2032 is being finalized and will be forwarded to the College Governing Council next week to be included on the Agenda for the next Board meeting.

All IPEDS reports were submitted on time, and this includes student financial aid costs, graduation rates and outcome measures; information related to the interim appointments and acting appointments have been updated in our GCC website.

The Academic Year 2026–2027 catalog is currently being updated, with the goal of publishing an electronic version of the Catalog on the College website by May 2026. This will be the first time the College provides the catalog in this format and is intended to enhance student advisement by ensuring that graduating high school students have access to up-to-date curriculum information as they register for classes; and the President's List and Dean's List for Fall 2025 have been posted.

**2. Monthly Activities Report.**

**Student Trustee:** Trustee Faith Velasco reported the following:

February 13, 2026, 12:00 p.m., Student Center Training Room 5108: COPSA general membership meeting.

The GCC Medical Assisting Student Organization also known as MASO are selling Valentine's Day bouquets made from handcrafted pipe cleaner flowers.

MASO will also be hosting a car wash on February 21, 2026, at the 76 Circle K in Anigua starting at 9:00 a.m. Trustee Velasco further reported to visit MASO's Instagram @masogcc to purchase car wash tickets or a Valentine's Day bouquet.

**Faculty Advisory Member:** Ms. Galao informed the Board there was no Faculty Advisory report at this time.

**Support Staff Advisory Member:** Mr. Kenneth Bautista reported the following:  
The calendar year-end process has been finalized and all W2, 1098, and 1099 forms have been issued. Staff are now receiving additional training on the new platform prior to full implementation, including several weeks of training across various modules and areas of the new platform.

In response to a question from a Board member about whether the transition has been difficult, it was noted that many tools previously used are no longer available, and staff are undergoing extensive training to adapt to the new system.

Mr. Bautista further mentioned that the platform experience should remain the same for the users with some updates to their applications. The primary changes are occurring on the back end of the system.

**Board of Trustees Community Outreach Report:** At this time, there was no Outreach Report by the Board.

**VI. UNFINISHED BUSINESS**

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

Wellness Center.

The purchase order for additional A&E services related to the relocation of the Wellness Center to Parking Lot F has been processed and provided to TRMA. The total additional cost for these A&E services is \$358,930.00.

Solar Parking & Building D. On January 29, 2026, a preconstruction meeting was held with the awarded contractor, Pacific Solar and PV; a purchase order in the amount of \$396,720.00 was generated; pending are clearance documents for two additional workers and site plan; roof repair and coating to be conducted first, and there is no anticipated start date yet until all workers are cleared and documents have been submitted

Building 600.

The College met with GHURA and FEMA regarding Hazardous Mitigation and Block grant funding that may be able to support this project. We plan to submit approximately 5-6 projects for consideration under this grant.

Public Health Building. The College is awaiting a follow up meeting with Public Health and Public Works to include the contractors currently working on the design.

**VII. NEW BUSINESS.**

**1. FY 2027 Budget Request.** The Board was presented with the FY 2027 Budget Request for its review and consideration. Dr. Tudela informed the Board that GCC's Fiscal Year 2027 budget request total approximately \$23,842,581.00, representing a 2% overall increase from Fiscal Year 2026. For the General Fund, there is a \$127,747.00 decrease due to the net of all the expected salary increments less the decrease in the retirement rate from 33.85% to 30.70%. There is also an increase of \$706,509.00, in the MDF request due to the organic growth with an expected increase to cover costs over time for contractual agreements and supplies. CEWD is requesting for more funding for additional training cycles, with an anticipated increase in cycle participants from GPD, DOC, CQA, POST, and GFD. A motion was then made, as follows:

**MOTION**

**IT WAS MOVED BY TRUSTEE ROSE P. GRINO, AND SECONDED BY TRUSTEE GINA Y. RAMOS, THAT THE BOARD OF TRUSTEES APPROVE THE GUAM COMMUNITY COLLEGE FISCAL YEAR 2027 BUDGET REQUEST, AS PRESENTED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

2. **Advisory Committees (Recommendation).** Dr. Tudela explained that in line with the Board of Trustees Policy 335, which establishes an advisory committee for each CTE program, a list of proposed membership was submitted to the Board. Based on the Workforce Advisory Committee Handbook, the term of office is two years; therefore, if approved, these individuals will serve on the Advisory Board for two years from Fall 2026 through Spring 2028. There was a question as to how often the committee meets and was informed it is anticipated that they meet every semester. A motion was then made, as follows:

**MOTION**

**IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, AND SECONDED BY TRUSTEE FAITH B. VELASCO, THAT THE BOARD OF TRUSTEES APPROVE THE RECOMMENDED LIST OF MEMBERS FOR THE GUAM COMMUNITY COLLEGE WORKFORCE DEVELOPMENT ADVISORY COMMITTEE FOR FALL 2026 TO SPRING 2028, AS UPDATED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

3. Resolution 01-2026 (Commendation for Services, Dr. Okada). The Chairman explained that on January 21, 2026, Dr. Mary A. Y. Okada was presented with a resolution commending her for her many years of dedicated service to Guam Community College.

For record purposes, this is a Joint Board Resolution of the GCC Board of Trustees and the GCC Foundation Board of Governors, approved and adopted by both bodies, namely Resolution No. 01-2026, "Commendation For Service And Honoring Dr. Mary A. Y. Okada For Her Extraordinary Leadership, Enduring Service, And Transformational Impact With Guam Community College; Acknowledging Dr. Okada's Role In Strengthening Guam's Workforce Development System; And Expressing Profound Gratitude For A Legacy That Has Positioned GCC As A Regional Leader In Education And Opportunity."

4. Resolution 02-2026 (Funding for Chiller Replacement for LRC). The Board was presented with Resolution No. 02-2026, "Appropriation To Fund The Replacement Of One Chiller Unit At The Learning Resource Center." After discussions, a motion was made, as follows:

**MOTION**

**IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, AND SECONDED BY TRUSTEE FAITH B. VELASCO,, THAT THE BOARD OF TRUSTEES APPROVE RESOLUTION NO. 02-2026, "APPROPRIATION TO FUND THE REPLACEMENT OF ONE CHILLER UNIT AT THE LEARNING RESOURCE CENTER," AS PRESENTED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

At this time, the following motion was made:

**MOTION**

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

At 12:22 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 FAITH B. VELASCO, AND SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE MEETING RECONVENE TO OPEN SESSION. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

At 12:44 p.m., the meeting reconvened into Open Session.

At this time, another motion was made, as follows:

**MOTION**

**IT WAS MOVED BY TRUSTEE GINA Y. RAMOS, AND SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE INTERIM PRESIDENT'S REPORT IS HEREBY APPROVED AND ACCEPTED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

At this time, the Board was informed that Dr. Virginia Tudela accepted the contract as Interim President for Guam Community College.

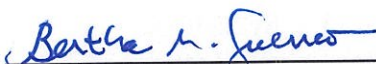
**IX. ADJOURNMENT.** A motion was made to adjourn the meeting, as follows:

**MOTION**

**IT WAS MOVED BY TRUSTEE FAITH B. VELASCO, AND SECONDED BY TRUSTEE ROSE P. GRINO, THAT THE MEETING OF FEBRUARY 6, 2026, IS HEREBY ADJOURNED. NONE OPPOSED, MOTION CARRIED. (Voting: 4 ayes, 0 nays)**

There being no further discussion, the meeting of February 6, 2026, adjourned at 12:45 p.m.

**SUBMITTED BY:**

  
**BERTHA M. GUERRERO**  
Recording Secretary


MAR 19 2026

**ATTESTED BY:**

  
**YOLANDA M. PADRONES**  
Secretary

MAR 19 2026

**APPROVED BY:**

  
**CARLO M. LEON GUERRERO**  
Chairperson

MAR 19 2026



# Institutional Strategic Master Plan

2026 – 2032



**APPROVED MARCH 19, 2026 BOARD OF TRUSTEES MEETING**

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## Overview

### 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.

### Sinangan Misi3n (CHamoru Translation)

Guiya i Kulehon Kumunidat Guahan, i mas takhilo' gi mama'na'guen fina'che'cho' yan i teknikat na kinahulo' i manfafa'cho'cho' yan ma na'guaguaha etmas takhilo' yan maolek na tiningo' yan fina'na'gue nu i gaibali para i estudiante siha gi iya Maikronesiha.

### Vision

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

# Message from the President

Hafa adai my GCC family,

As we close out our 2020–2026 Institutional Strategic Master Plan (ISMP), I am filled with gratitude and pride for all that we have accomplished together. These past years have been a time of transformation—marked by resilience, innovation, and unwavering commitment to our mission of providing the highest quality, student-centered education and workforce development for Guam and the Micronesian region.

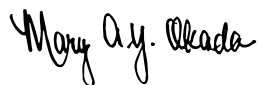
Through your dedication, Guam Community College continues to demonstrate excellence. Our 19th consecutive clean audit from the Office of Public Accountability and our continued reaffirmation of accreditation by the Accrediting Commission for Community and Junior Colleges (ACCJC) stand as testaments to your hard work, integrity, and pursuit of excellence. The revitalization of our campus facilities, expansion of academic programs, and strengthened partnerships with industry and government have positioned GCC as a true leader in education and workforce development.

As we embark on our new 2026–2032 Institutional Strategic Master Plan, we build upon a strong foundation of achievement and shared vision. This new plan reflects the voices of our students, employees, alumni, trustees, and community partners—each contributing to a collective roadmap that will guide us through the next six years.

The 2026–2032 ISMP challenges us to reimagine how we teach, learn, and serve. It embraces sustainability, innovation, and inclusivity as the cornerstones of our progress. Together, we will continue to advance GCC’s mission, foster student success, support our employees, and modernize our operations and infrastructure to meet the evolving needs of our island and region.

To every member of our GCC family—thank you for your steadfast dedication and belief in our purpose. The work we do today shapes the opportunities of tomorrow. I am confident that, united by our shared vision, we will continue to move boldly forward and keep Guam Community College at the forefront of excellence in education and workforce development.

Sincerely,



President, Guam Community College



# Message from the Board of Trustees

Hafa adai GCC family,

It is with great pride and optimism that we present Guam Community College’s 2026–2032 Institutional Strategic Master Plan (ISMP)—a blueprint that reflects our shared vision for the future of this great institution. The completion of this plan marks the culmination of months of collaboration, reflection, and forward thinking, built upon the successes and lessons of the 2020–2026 ISMP.

The development of this new Strategic Plan was a truly inclusive process that brought together the voices and insights of our students, faculty, staff, administrators, alumni, and community partners. Through the consultation from Jim Hollyer and the coordination of the Office of Planning and Development, the college community came together to identify key priorities that will guide GCC through the next six years. This collective effort demonstrates our unwavering commitment to shared governance, transparency, and excellence in serving the people of Guam and Micronesia.

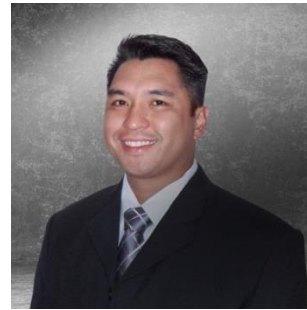
The 2026–2032 ISMP builds upon our proud tradition of providing the highest quality, student-centered education and workforce training. It challenges us to embrace innovation, sustainability, and equity in every facet of our work—ensuring that GCC remains a dynamic, future-ready institution that continues to empower students, strengthen our workforce, and uplift our island community.

On behalf of the GCC Board of Trustees, we extend our deepest appreciation to all who contributed to this important endeavor. Your dedication and collaborative spirit are the driving forces behind GCC’s continued success. Together, we look forward to the next chapter of growth and achievement as Guam Community College continues to lead with purpose, passion, and pride.

Sincerely,



BOT Chairperson



# Brief History of GCC

Guam Community College (GCC), established in 1977 under Public Law 14-77, holds a unique mandate among the island's educational institutions—serving both secondary and postsecondary students. Located on a 32.7-acre campus in Mangilao, GCC is Guam's only community college and the premier provider of workforce development and career and technical education.

For nearly five decades, GCC has earned a strong reputation for delivering high-quality, student-centered programs that empower learners from Guam, Micronesia, and beyond. The College offers 23 associate degree programs and 18 certificate programs, each designed to meet evolving local and regional workforce needs.

GCC's commitment to workforce readiness is further demonstrated through its U.S. Department of Labor–registered Apprenticeship Program, offered in partnership with more than 50 island employers. This program provides hundreds of apprentices with hands-on training and college credit each year. The College also administers Adult Education programs—including Adult High School, GED® testing, English as a Second Language (ESL), and Adult Basic Education (ABE)—expanding access to education and lifelong learning across the community.

At the secondary level, GCC delivers Career and Technical Education (CTE) programs in all six public high schools. These programs offer pathways in Tourism, Marketing, Visual Communications, Health Careers, Early Childhood Education, Construction Trades, Electronics Technology, Automotive Services Technology, and more. The Dual Credit Articulated Programs of Study (DCAPS) allow high school students to earn up to 19 college credits, creating a seamless transition to postsecondary education at GCC. Through the Dual Enrollment Accelerated Learning (DEAL) program, eligible students can concurrently enroll in college courses and earn both high school and college credit. DEAL agreements are established with Guam's five public high schools, Father Dueñas Memorial School, Notre Dame High School, and the Home School Association of Guam.

GCC is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), Western Association of Schools and Colleges (WASC), and is a member of the Pacific Postsecondary Education Council (PPEC), a consortium of higher education institutions across the U.S.-affiliated Pacific Islands. Articulation agreements with accredited institutions further support seamless credit transfer and promote student mobility.

Guided by its mission to provide the highest quality education and job training, Guam Community College continues to lead in workforce innovation, sustainability, and student success—helping shape a more prosperous future for Guam and the region.



APPROVED MARCH 19, 2026 BOARD OF TRUSTEES MEETING

Doc. No. 38GL-26-2220

# Planning Process of ISMP 2026-2032

Guam Community College (GCC) is accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC), a commission of the Western Association of Schools and Colleges (WASC). The College's accreditation was most recently reaffirmed for an eight-year term in 2025, with the next comprehensive review scheduled for 2033. GCC has maintained continuous ACCJC/WASC accreditation since 1979, reflecting the institution's longstanding commitment to quality, integrity, and continuous improvement.

The development of the 2026–2032 Institutional Strategic Master Plan (ISMP) marks an important milestone in GCC's ongoing journey of renewal and transformation. Guided by consultant Mr. James Hollyer, the College undertook a collaborative and inclusive planning process rooted in transparency, reflection, and shared purpose.

Through open dialogue and strategic engagement, faculty, staff, administrators, students, and industry partners collaborated to shape GCC's direction for the years ahead. This participatory approach fostered honest reflection on the College's achievements, surfaced emerging challenges, and guided the development of a shared vision for the future.

A core planning team representing all stakeholder groups synthesized this collective input into clear, actionable goals and objectives aligned with GCC's mission and values. The resulting plan demonstrates a shared commitment to continuous improvement, innovation, and sustainable growth—positioning GCC to continue delivering high-quality, student-centered education and workforce development for Guam and the Micronesian region.

The 2026–2032 ISMP serves as both a roadmap and a shared promise—capturing who we are today while guiding who we aspire to become in the years ahead.

The development of the 2026–2032 Institutional Strategic Master Plan (ISMP) began on November 5, 2024, during GCC's College Assembly under the guidance of consultant Mr. James Hollyer. Faculty, staff, and administrators participated in a collaborative session to identify opportunities, address challenges, and shape strategic priorities for the College's next six years. This initial session was followed by several planning and brainstorming meetings with various stakeholder groups, each contributing to the refinement of the plan into its final form.

Through this inclusive process, GCC ensured that every stakeholder had a meaningful voice in defining the goals and objectives of the new ISMP. The result is a forward-looking framework grounded in innovation, student success, and sustainability—positioning the College to continue fulfilling its mission of providing high-quality, student-centered education and workforce development for Guam and the region.

As part of the development of Guam Community College’s 2026–2032 Institutional Strategic Master Plan (ISMP), a series of stakeholder engagement sessions were held at the Learning Resource Center (LRC) in November 2024. These sessions created meaningful opportunities for collaboration and open dialogue among students, faculty, staff, administrators, community partners, and military representatives.

To ensure broad and meaningful participation, online surveys were distributed to all stakeholders following the engagement sessions. This approach allowed every member of the GCC community—whether or not they attended in person—to contribute additional ideas, insights, and feedback.

A Sorting Committee was subsequently convened to carefully review, organize, and synthesize the wide range of input gathered from both the sessions and the surveys. Meeting several times, the committee analyzed and refined the information to develop the Goals, Initiatives, and Objectives that form the foundation of the new ISMP.

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**This comprehensive process culminated in the identification of GCC’s strategic goals:**

**Goal 1: Visionary Leadership and Integrated Governance**

**Goal 2: Transformative Student Experience**

**Goal 3: Empowered and Thriving Employees**

**Goal 4: Sustainable and Smart Campus Ecosystem**

**Goal 5: Academic Excellence and Innovation**

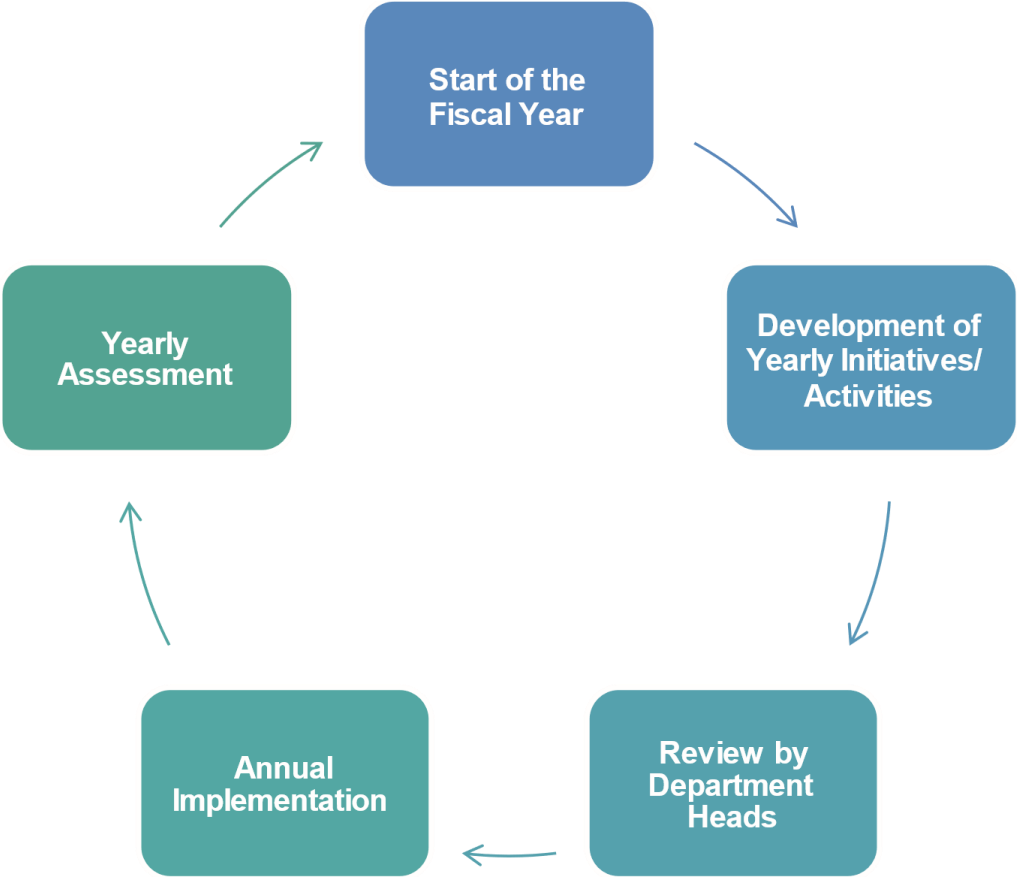


<b>DATE</b>	<b>ISMP Event</b>
<b>November 5, 2024</b>	<p>Formal initiation and planning process began at the 2024 College Assembly</p> <p>Location: Multipurpose Auditorium Time: 8:00am to 5:00pm</p>
<b>November 6, 2024</b>	<p>Student and Staff Reconvening Sessions</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am and 1:00pm to 2:30pm</p>
<b>November 7, 2024</b>	<p>Community Partners and Administrator Reconvening Sessions</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am and 1:00pm to 2:30pm</p>
<b>November 8, 2024</b>	<p>Faculty and Military Representative Reconvening Session</p> <p>Location: Learning Resource Center Time: 9:00am to 10:30am</p>
<b>November – December 2024</b>	<p>Organization of Stakeholder Input via Consultant and Planning and Development Division</p>
<b>January 2025</b>	<p>Master Sorting Group Sessions to narrow down all stakeholder input for the 2026 2032 Institutional Strategic Master Plan Draft</p>
<b>February 2025 – May 2025</b>	<p>Finalization of the 2026 – 2032 Institutional Strategic Master Plan</p>

# Implementation Report on the ISMP 2026-2032

The Planning and Development Department, in collaboration with the Sustainability Office, is responsible for tracking and monitoring the implementation of each of the five (5) primary goals and their associated outcomes. This will be achieved through the completion of an annual Implementation Report, which will document progress on activities tied to specific objectives under each goal. An Implementation Report template will be developed to consolidate and present this progress in a clear and consistent manner, supporting effective oversight of the Strategic Plan 2026–2032.

At the end of each calendar year, a comprehensive assessment of all relevant activities will be conducted for the duration of the plan. This annual evaluation ensures that the College remains on track to achieve its strategic goals and expected outcomes.





**APPROVED MARCH 19, 2026 BOARD OF TRUSTEES MEETING**

# Institutional Strategic Master Plan 2026-2032 Timeline



## GCC'S TRANSFORMATION BLUEPRINT

### GOAL 1: Visionary Leadership and Integrated Governance

Guam Community College (GCC) is committed to fostering a culture of participatory, accountable, and forward-thinking governance, where every member of the College community—students, faculty, staff, administrators, and partners—has meaningful opportunities to contribute to planning, decision-making, and institutional dialogue. By cultivating unified and accountable leadership, the College ensures that decisions are guided by shared values, transparency, and ethical practice.

GCC continuously strengthens its strategic planning and stewardship of resources, aligning human, financial, and physical assets with institutional priorities to support sustainable growth and enhance student success. At the same time, the College seeks to enhance its institutional identity and impact, building visibility, credibility, and influence locally, regionally, and beyond, while reinforcing its role as a leading provider of education and workforce development in Micronesia.

The development of the 2026–2032 Institutional Strategic Master Plan demonstrates the power of transformational participation, where broad stakeholder engagement shaped goals and strategies for the institution's future. GCC will continue to implement innovative strategies and technologies that promote genuine engagement in governance and decision-making processes, ensuring that the College thrives as a responsive, collaborative, and mission-driven organization.

Additionally, GCC remains committed to fostering an organizational culture grounded in respect, civic responsibility, and environmental stewardship, promoting sustainable practices that benefit both the campus community and the wider region.

- Initiative 1.1**    **Cultivate Unified and Accountable Leadership**
- Initiative 1.2**    **Strengthen Strategic Planning and Resources Stewardship**
- Initiative 1.3**    **Enhance Institutional Identity and Impact**

# GOAL 2: Transformative Student Experience

At Guam Community College (GCC), student success is the institution's highest priority. From the moment students begin their career and technical education to their entry into the workforce and lifelong learning, GCC is committed to supporting every step of their journey. To maintain its leadership in career and technical workforce development, the College continuously enhances the capacity of its employees and ensures that curriculum and training programs are current, rigorous, and aligned with evolving industry standards and practices.

GCC is dedicated to creating a transformative student experience by fostering a sense of belonging, engagement, and connection on campus. Through comprehensive academic support, counseling, advisement, tutoring, mentoring, and access to modern learning technologies, the College equips students with the tools and guidance they need to persist, thrive, and achieve their educational goals. Flexible learning opportunities, innovative strategies, and modernized learning environments are central to helping students progress efficiently through programs of study, certificates, and degrees, ultimately increasing completion rates and workforce readiness.

Recognizing that students face a variety of challenges, GCC strengthens wraparound services to reduce barriers and ensure that all students are aware of and able to access the full range of academic, social, and professional resources available to them. By advancing access, equity, and support for every learner, GCC creates an environment where all students can succeed and realize their potential.

**Initiative 2.1 Enrich Student Life and Belonging**

**Initiative 2.2 Meet Current and Future Student Job-related Needs**

**Initiative 2.3 Advancing Access, Equity, and Academic Support**

**Initiative 2.4 Modernizing Learning Environments**

Through these efforts, the College cultivates not only skilled graduates but also lifelong learners and leaders, reinforcing its mission to provide high-quality education and job training that prepares students for meaningful careers and active participation in the wider community.

# GOAL 3: Empowered and Thriving Employees

The strength and success of the institution are directly tied to the talent, dedication, and well-being of its employees. Creating a workplace where faculty, staff, and administrators feel valued, supported, and empowered to contribute fully is a top priority.

A healthy and inclusive work environment fosters diversity, equity, and respect, ensuring all employees experience a sense of belonging and purpose. Investing in professional growth and leadership development provides opportunities for continuous learning, skill enhancement, and career advancement, enabling employees to reach their full potential while supporting student success.

Equally important is the cultivation of collaboration and effective internal communication. Promoting open, transparent, and cross-departmental dialogue strengthens teamwork, encourages innovation, and aligns employees around shared goals and priorities.

Through these efforts, the workforce is empowered to thrive personally and professionally, building a culture of engagement, accountability, and excellence that drives the institution's mission of delivering high-quality, student-centered education and workforce development.

- Initiative 3.1 Foster a Healthy, Inclusive Work Environment**
- Initiative 3.2 Promote Professional Growth and Leadership Development**
- Initiative 3.3 Strengthen Collaboration and Internal Communication**

# GOAL 4: Sustainable and Smart Campus Ecosystem

A vibrant, safe, and sustainable campus is essential to supporting student success, employee engagement, and the overall mission of the institution. Creating a smart, well-designed, and resilient campus ecosystem ensures that physical spaces, resources, and operations are aligned with current and future needs while fostering innovation, efficiency, and adaptability.

Efforts focus on enhancing infrastructure and campus design, optimizing learning environments, collaborative spaces, and community areas that promote creativity, engagement, and accessibility. By prioritizing facilities maintenance and environmental sustainability, the institution ensures that buildings, equipment, and outdoor areas are safe, functional, and energy-efficient, while also minimizing environmental impact and supporting long-term resilience.

Strengthening operational systems and service delivery is equally vital, enabling processes and practices that are efficient, transparent, and responsive to the needs of students, employees, and stakeholders. By leveraging modern technologies, data-driven management, and best practices, the campus can deliver high-quality services while continuously improving operational effectiveness.

This holistic approach to campus planning and management not only addresses immediate operational needs but also positions the institution to respond proactively to future challenges. By integrating sustainability, innovation, and strategic foresight into all aspects of campus operations, the institution creates an ecosystem that empowers students to thrive, supports employees in achieving excellence, and manages resources responsibly.

Through these ongoing efforts, the campus evolves into a sustainable, adaptive, and forward-looking environment—a foundation that ensures continued institutional success, strengthens community trust, and supports the long-term mission of providing high-quality, student-centered education and workforce development.

**Initiative 4.1 Enhance Physical Infrastructure and Campus Design**

**Initiative 4.2 Improve Facilities Maintenance and Environmental Sustainability**

**Initiative 4.3 Strengthen Operational Systems and Service Delivery**

# GOAL 5: Academic Excellence and Innovation

Academic excellence lies at the heart of the institution’s mission, driving the preparation of students for meaningful careers, lifelong learning, and leadership in their communities. To achieve this, the College is committed to offering high-quality, relevant programs that are aligned with evolving industry standards, workforce demands, and community needs. By continuously reviewing and updating curricula, the institution ensures that students gain the skills, knowledge, and competencies required to thrive in a dynamic and competitive environment.

Empowering student success remains central to this goal. Through innovative instructional practices, comprehensive support services, and personalized learning experiences, students are guided along pathways that promote persistence, completion, and career readiness. Modernized learning environments and technology-enhanced instruction further enrich the educational experience, fostering engagement, critical thinking, and creativity.

A culture of assessment, accreditation, and academic accountability underpins all academic initiatives, ensuring that programs are continuously evaluated and improved in alignment with best practices and quality standards. This commitment to evidence-based decision-making and academic rigor guarantees that students receive an education that is both meaningful and measurable in its outcomes.


Ultimately, the College strives to provide an exceptional learning experience—one that inspires curiosity, nurtures innovation, and cultivates the talents and potential of every student. Through academic excellence and continuous innovation, the institution prepares graduates who are capable, adaptable, and ready to make a positive impact on the workforce, community, and region.

- Initiative 5.1 Deliver high-quality, relevant academic programs aligned with community and workforce needs.**
- Initiative 5.2 Empower Student Success**
- Initiative 5.3 Promote a Culture of assessment, accreditation, and academic accountability.**
- Initiative 5.4 Exceptional Learning Experience**

**Guam Community College**  
**FIVE-YEAR ACADEMIC CALENDAR AY2026-AY2027 - AY2030-AY2031**

FALL TERM	2026	2027	2028	2029	2030
Faculty Start Date	8/10/2026	8/9/2027	8/14/2028	8/13/2029	8/12/2030
First Day of Monday-Wednesday Classes	8/12/2026	8/11/2027	8/16/2028	8/15/2029	8/14/2030
First Day of Tuesday-Thursday Classes	8/13/2026	8/12/2027	8/17/2028	8/16/2029	8/15/2030
First Day of Friday	8/14/2026	8/13/2027	8/18/2028	8/17/2029	8/16/2030
First Day of Saturday Classes	8/15/2026	8/14/2027	8/19/2028	8/18/2029	8/17/2030
Labor Day Holiday (Observed)	9/7/2026	9/6/2027	9/4/2028	9/3/2029	9/2/2030
All Soul's Day Holiday (Observed)	11/2/2026	11/2/2027	11/2/2028	11/2/2029	11/1/30 - 11/2/30
Veteran's Day Holiday (Observed)	11/11/2026	11/11/2027	11/10/28 - 11/11/28	11/12/2029	11/11/2030
Thanksgiving Break	11/26/2026 - 11/29/2026	11/25/2027 - 11/28/2027	11/23/2028 - 11/26/2028	11/22/2029 - 11/25/2029	11/28/2030 - 12/1/2030
Our Lady of Camarin Day (Observed)	12/8/2026	12/8/2027	12/8/2028	12/7/29 - 12/8/29	12/9/2030
Last Day of Monday-Wednesday Classes	12/2/2026	11/24/2027	11/29/2028	12/3/2029	12/2/2030
Last Day of Tuesday-Thursday Classes	11/24/2026	12/2/2027	12/5/2028	11/29/2029	11/26/2030
Last Day of Friday Classes	11/20/2026	11/19/2027	12/15/2028	12/14/2029	12/6/2030
Last Day of Saturday Classes	11/21/2026	11/20/2027	12/9/2028	12/1/2029	12/7/2030
Grades Due	12/7/2026	12/7/2027	12/20/2028	12/19/2029	12/12/2030
Potential Make-up Days	11/6, 11/13, 11/20	11/5, 11/12, 11/19	11/3, 11/17, 12/1	11/09, 11/16, 11/30	11/8, 11/15, 11/22
<b>SPRING TERM</b>					
	2027	2028	2029	2030	2031
Faculty Start Date	1/4/2027	1/3/2028	1/8/2029	1/7/2030	1/6/2031
First Day of Monday-Wednesday Classes	1/6/2027	1/5/2028	1/10/2029	1/9/2030	1/8/2031
First Day of Tuesday-Thursday Classes	1/7/2027	1/6/2028	1/11/2029	1/10/2030	1/9/2031
First Day of Friday Classes	1/8/2027	1/7/2028	1/12/2029	1/11/2030	1/10/2031
First Day of Saturday Classes	1/9/2027	1/8/2028	1/13/2029	1/12/2030	1/11/2031
Martin Luther King Jr. (Observed)	1/18/2027	1/17/2028	1/15/2029	1/21/2030	1/20/2031
Guam History & Chamorro Heritage Day -	3/1/2027	3/6/2028	3/5/2029	3/4/2030	3/3/2031
Spring Break	3/22/2027 - 3/28/2027	4/10/2028 - 4/16/2028	3/26/2029 - 4/1/2029	4/15/2030 - 4/21/2030	04/7/2031-04/13/2031
Last Day of Monday-Wednesday Classes	5/3/2027	5/1/2028	5/7/2029	5/6/2030	5/5/2031
Last Day of Tuesday-Thursday Classes	4/27/2027	4/25/2028	5/1/2029	4/30/2030	4/29/2031
Last Day of Friday Classes	4/23/2027	4/21/2028	4/27/2029	4/26/2030	4/25/2031
Last Day of Saturday Classes	4/24/2027	4/22/2028	4/28/2029	4/27/2030	4/26/2031
Grades Due	5/6/2027	5/4/2028	5/10/2029	5/9/2030	5/8/2031
Commencement Exercise	5/14/2027	5/12/2028	5/18/2029	5/17/2030	5/16/2031
Memorial Day Holiday (Observed)	5/31/2027	5/29/2028	5/28/2029	5/27/2030	5/26/2031
Potential Make-up Days	4/9, 4/16, 4/23	4/7, 4/21, 4/28	4/6, 4/13, 4/20	04/05, 04/12, 04/26	04/4, 04/18, 04/25
<b>SUMMER TERM</b>					
	2027	2028	2029	2030	2031
Faculty Start Date / 1st Day of Classes	6/4/2027	6/2/2028	6/1/2029	5/31/2030	5/30/2031
Independence Day Holiday (Observed)	7/5/2027	7/4/2028	7/4/2029	7/4/2030	7/4/2031
Last Day of Classes	7/16/2027	7/14/2028	7/13/2029	7/12/2030	7/11/2031
Liberation Day Holiday (Observed)	7/21/2027	7/21/2028	7/20/2029 - 7/21/2029	7/22/2030	7/21/2031
Grades Due (except Saturday classes)	7/22/2027	7/19/2028	7/18/2029	7/17/2030	7/16/2031
Potential Make-up Days	6/18, 6/25, 7/2	6/16, 6/23, 6/30	6/15, 6/22, 6/29	06/14, 06/21, 06/28	6/13, 6/20, 6/27
<b>NOTES:</b>					
1) Satellite Program and cross-enrolled classes will follow the official Department of Education schedule for their respective schools.					
Professional Development Days as outlined in the GDOE Calendar will be utilized as working sessions, as needed.					
2) Summer Term courses with more than 60 contact hours require additional class sessions.					
3) Summer Saturday-only classes start the Saturday before the first day of weekday classes.					
4) This Schedule is subject to change.					
<b>Mission Statement</b>					
Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia. (Board of Trustees Policy 100)					

Approved:

  
 Carlo Leon Guerrero, Chairperson  
 Board of Trustees

Date:

3/19/26