SUMMARY OF TESTIMONY

Dr. Richard G. Tennessen Chairman, Board of Trustees, Guam Community College

Dr. Richard G. Tennessen, Chairman of the Guam Community College Board of Trustees, presented a brief oral testimony before the Committee requesting that the Twenty Second Guam Legislature pass Bill No. 153. Dr. Tennessen stated that Guam Community College has experienced tremendous growth in recent years, and the College needs to respond to the increasing demands of the community, accordingly. Dr. Tennessen continued by stating that prior to submitting the re-organization proposal to the Guam Legislature, extensive study was conducted by the College; which was followed by a Public Hearing conducted by the College, during which the faculty and staff of the College were well represented. Dr. Tennessen concluded his comments by urging the speedy passage of the proposed re-organization structure contained within Bill No. 153.

Mr. John T. Cruz President, Guam Community College

Mr. John T. Cruz, President of Guam Community College, presented both written and oral testimony to the Committee requesting the passage of Bill No. 153, which would enable the College to re-organize its present organizational structure to better address the increasing vocational education and technical training demands of the community. In his oral testimony, Mr. Cruz highlighted several points included in his written testimony. Mr. Cruz commenced his presentation by stating that the last time the College revised its organizational structure was in 1987, when enrollment was approximately 3,058 students. Since 1987, the institution has grown tremendously; in 1992, the College's student enrollment was approximately 8,036 students. Because of the significant increase in student enrollment over the past few years, the Occupation and Educational Services Division of the College has also grown tremendously in accommodating such growth, while the remaining two divisions of the College, Student Services and Academic Services, has only expanded slightly. The proposed organizational structure will thus balance the responsibilities of the academic administrators of the College.

Mr. Cruz continued his testimony by highlighting the reasons for the College's desire to modify its existing organization structure with the proposed re-organization structure in Bill No. 153. One of the main reasons is to properly distribute the workload among the College's administrators. This item was discussed previously. The second reason is to integrate the academic and occupational instruction of the College. The College's present structure separates the occupational faculty and

the academic faculty. There is presently a nationwide movement to integrate the two faculty groups into a single division, because it is believed that both are needed to address the complex needs of the working environment. The third reason for encouraging the adoption of the proposed structure in Bill No. 153, is to organize similar programs. An example of the need to address this item is the existing system on the procurement process within the College. Presently, the procurement process is separated from the business office of the College. Because of the interdependency of these functions, these activities should be combined within the same division, thus creating greater efficiency within the institution. Finally, the fourth reason for the proposed re-organization, is to assign appropriate levels of authority and responsibility to the administrators of divisions. An illustration in which the proposed structure would assist the College in this situation deals with the With the College's existing organizational Business Office. structure, the Business Office is operating as a staff office directly out of the President's office; the Vice-President for Financial Affairs does not have direct line authority in the business affairs of the College. The proposed structure would enable the Vice-President of Financial Affairs to have direct oversight over business affairs of the institution.

Mr. John T. cruz concluded his testimony by stating that the proposed organizational structure contained in Bill No. 153 is a result of the growth of the College in the past 5 years; and that the proposed organizational structure would position the institution for the anticipated growth of the College in the following 20 years. Mr. cruz encouraged the Committee and the Twenty Second Guam Legislature to pass Bill No. 153.

Ms. Elizabeth J. Duenas/Dr. Nancy Hall Support Staff Representative/Faculty Representative, respectively Board of Trustees, Guam Community College

Ms. Elizabeth J. Duenas, Support Staff Representative of Guam Community College, in conjunction with Dr. Nancy Hall, Faculty Representative of Guam Community College, presented written and oral testimony before the Committee in support of Bill No. 153. Ms. Duenas commenced the presentation by stating that she is representing 132 support staff members of the College, and Dr. Nancy Hall followed by stating that she is representing 122 full-time faculty members of the College. Ms. Duenas and Dr. Hall mentioned that 10 years ago the College had 46 programs and 163 employees, and has grown to 79 programs and 194 employees in 1992.

Ms. Duenas and Dr. Hall further continued by stating that the present organizational structure creates an imbalance in the representation of faculty and staff; the Occupational Services Division employs half of the College's employees. The present structure also divides areas of student life, by separating counseling and academic services from the vocational training;

these services should be integrated for the benefit of the students and the College. Ms. Duenas and Dr. Hall also stated that the faculty and staff of the College were extensively involved in the proposed restructuring of the College, since the inception of the idea and proposal. Ms. Duenas and Dr. Hall concluded by stating that they believe the proposed structure would facilitate the College's operations, and better serve the students, faculty and staff; and urged the passage of Bill No. 153.

Mr. Jose T. Munoz Vice-Chairman, Board of Trustees, Guam Community College

Mr. Jose T. Munoz, Vice-Chairman of the Board of Trustees of the Guam Community College, presented oral testimony before the Committee requesting the passage of Bill No. 153. Mr. Munoz stated that he has served on the Board of Trustees for the past 12 years, during which time he has observed the College grow and expand its facilities and programs. Mr. Munoz also stated that after thorough review of the proposed organizational structure of the College, he believes it will work and encouraged the passage of the measure.

COMMITTEE QUESTIONS/COMMENTS

Following the testimonies presented by the witnesses on Bill No. 153, Committee members posed questions and made comments on the proposed measure. Senator Bordallo, Chairperson of the Committee, commenced the discussion by questioning officials of Guam Community College on the impact of the proposal, regarding costs and personnel positions. Mr. John T. Cruz, President of Guam Community College, assured the Committee that no new positions would be created and no existing positions would be deleted through the implementation of the proposed re-organization structure; the impact the structure would have on the institution is through establishing more efficient operations throughout the College. Senator Bordallo also asked Mr. Cruz if the proposed reorganization structure would need the consent of the Civil Service Commission, because of the effect the proposed structure would have on personnel. Mr. Cruz responded that he believes the involvement of the Civil Service Commission is not necessary in this particular process because the proposed re-organization structure would primarily be re-allocating some of the responsibilities of the College's personnel, it would not be changing individual responsibilities.

Senator David Shimizu also question GCC officials on the process for the adoption of the proposed re-organizational structure, asking if the Administrative Adjudication Act would not be the appropriate process for this request. Mr. Cruz responded that according to the College's Legal Counsel, the Guam Legislature recently enacted legislation which mandates that any reorganization of government agencies must be approved and adopted by

the Legislature. Furthermore, To acquire a more complete analysis of the impact of the proposed organizational structure, Senator Shimizu requested that Mr. Cruz present a copy of the present organizational structure of Guam Community College to the Committee. Senator Brooks then asked GCC officials on the scheduled implementation of the proposed re-organizational structure, should the Legislature pass Bill No. 153. Mr. Cruz stated that the College would most likely implement the proposal during the Summer, to minimize any possible disruption in the College's major operations.

COMMITTEE FINDINGS/RECOMMENDATIONS

The Committee on Education finds that Guam Community College has experienced tremendous growth over the past few years in trying to meet the vocational education and technical training demands of the community; it has increased its personnel and expanded its occupational and academic programs. In order to satisfactorily meet the increasing educational demands of the community, the College must grow and expand, thus possibly leading to revisions in the institution's organizational structure to adequately provide for such expansions and growth. The Committee also finds that the College would like to implement the proposed organizational structure in Bill No. 153 for the following reasons: a.) appropriately distribute the workload, b.) to integrate academic and occupational instruction, c.) to organize similar programs and functions, and d.) to assign appropriate levels of authority and responsibility to administrators of divisions. The Committee also that through the implementation of the proposed reorganizational structure, the government would not incur additional cost and no personnel positions would be created or deleted; the restructuring would enable the College to operate more effectively and efficiently. THEREFORE, THE COMMITTEE ON EDUCATION RECOMMENDS THAT BILL NO. 153, AS SUBSTITUTED BY THE COMMITTEE, "AN ACT RELATIVE TO THE ADOPTION OF GUAM COMMUNITY COLLEGE THE **RE-ORGANIZATION** STRUCTURE, APPROVED BY THE GCC BOARD OF TRUSTEES. ENABLING THE COLLEGE TO MORE EFFECTIVELY MANAGE THE CONTINUAL GROWTH AND EXPANSION OF THE INSTITUTION, TO BETTER SERVE THE INCREASING VOCATIONAL EDUCATION AND TECHNICAL TRAINING NEEDS OF THE COMMUNITY", FAVORABLY CONSIDERED AND ADOPTED BY THE TWENTY SECOND GUAM LEGISLATURE.

ATTACHMENTS

- 1. Voting sheet on Bill No. 153, as substituted by the Committee on Education, Twenty Second Guam Legislature.
- 2. Bill No. 153, as substituted by the Committee on Education, Twenty Second Guam Legislature.
- 3. Bill No. 153, as introduced.
- 4. Written testimony by Mr. John T. Cruz, President, Guam Community College.
- 5. Written testimony by Ms. Elizabeth J. Duenas, Support Staff Representative, Guam Community College, and Dr. Nancy Hall, Faculty Representative, Guam Community College.
- 6. Copy of Guam Community College's existing organizational structure.
- 7. Copy of Section 12, of Public Law 20-65, requiring legislative approval on any reorganization plan fro a department, agency or instrumentality of the government of Guam.
- 8. Witness attendance sheet on Bill No. 153, from the Public Hearing conducted on Wednesday, March 24, 1993, Public Hearing Room, Legislative Building, Agana.

TWENTY SECOND GUAM LEGISLATURE 1993 (FIRST) REGULAR SESSION

BILL NO. 153

(AS SUBSTITUTED BY THE COMMITTEE ON EDUCATION)
INTRODUCED BY:

"AN ACT RELATIVE TO THE ADOPTION OF THE GUAM COMMUNITY COLLEGE RE-ORGANIZATION STRUCTURE, APPROVED BY THE GCC BOARD OF TRUSTEES, TO ENABLE THE COLLEGE TO MORE EFFECTIVELY MANAGE THE CONTINUAL GROWTH AND EXPANSION OF THE INSTITUTION, TO BETTER SERVE THE INCREASING VOCATIONAL EDUCATION AND TECHNICAL

TRAINING NEEDS OF THE COMMUNITY."

BE IT ENACTED BY THE PEOPLE OF THE TERRITORY OF GUAM:

Section 1. Legislative Intent.

 The Guam Community College has been experiencing significant changes and tremendous growth over the past few years, both in the size of its facility and in its student enrollment. In order to adequately meet the increasing vocational education needs of the community, as well as its personnel needs in the future, the College has proposed a re-organization of its personnel structure which would enable the college to more effectively carry out its responsibilities, as mandated by law. The proposed structure would organize the College in four major units, which include: 1.) Office of the President; 2.) Academic Affairs; 3.) Business and Finance; and 4.) Administrative Services. If the proposed

reorganization structure is adopted, top officials of the College have stated that no classified employee will be removed from his/her position or downgraded, no new positions will be created, and no employee of GCC will be involuntarily transferred to a position which is unrelated with respect to job duties and responsibilities to the position occupied by the employee before such a transfer. Therefore, the proposed re-organization structure contained herein would rearrange the College organizational makeup accordingly, allowing the institution to operate more effectively and efficiently, in providing the necessary vocational education and technical training needs of the community.

Section 2. Re-Organization Structure.

The Guam Community College re-organization structure presented herein as Exhibit A and as adopted by the Guam Community College Board of Trustees, shall hereby be accepted and adopted as the official organization structure of the Guam Community College.

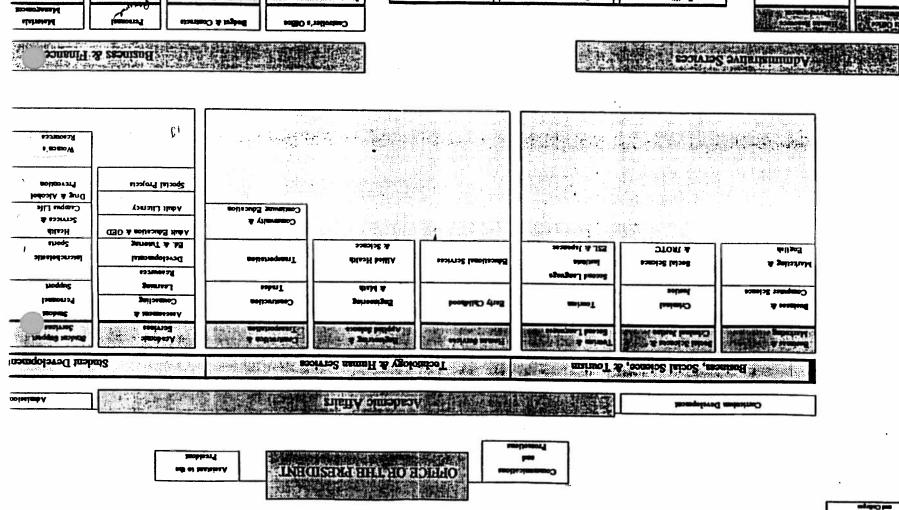
Section 3. Organizational Structure Expansion.

Any expansion or deletion of positions in the aforementioned organization structure of the Guam Community College must be presented to the Guam Legislature and to the Governor of Guam for approval and adoption.

* BOARD OF TRUSTRES LIMIUM

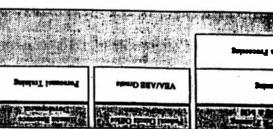
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TWENTY SECOND GUAM LEGISLATURE 1993 (FIRST) REGULAR SESSION

FEB 26'93

BILL NO. <u>153(</u>LS)

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M. Z. BORDALLO

"AN ACT RELATIVE TO ADOPTING THE GUAM COMMUNITY COLLEGE RE-ORGANIZATIONAL STRUCTURE WHICH WAS APPROVED BY THE GCC BOARD OF TRUSTEES TO ADDRESS THE CONTINUAL CHANGE AND GROWTH OF THE COLLEGE."; THIS PROVISION SHALL HEREBY BE KNOWN AS THE 'GCC STRUCTURAL RE-ORGANIZATION ACT OF 1993'."

BE IT ENACTED BY THE PEOPLE OF THE TERRITORY OF GUAM:

Section 1. Legislative Intent.

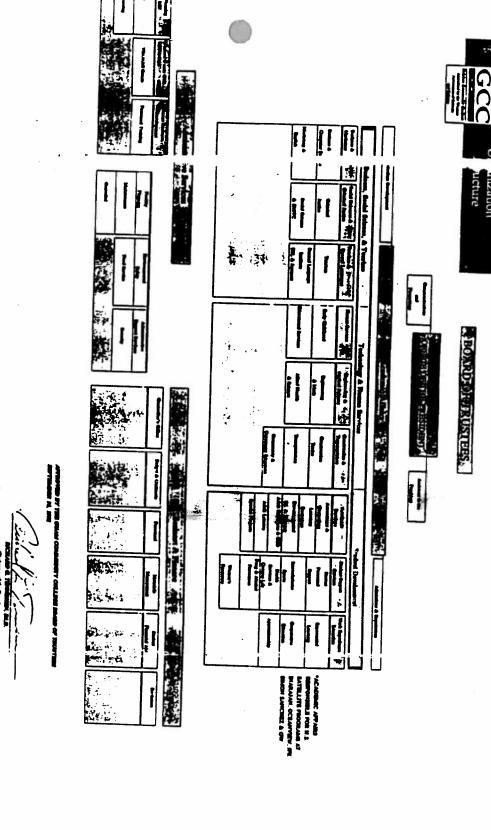
The Guam Community College has been experiencing significant changes and tremendous growth over the past few years, both in the size of its facility and in its student enrollment. In order to adequately meet the increasing vocational education needs of the community, as well as its personnel needs in the future, the College has proposed a re-organization of its personnel structure which would enable the college to more effectively carry out its responsibilities, as mandated by law. The proposed structure would organize the College in four major units, which include: 1.) the Office of the President; 2.) Academic Affairs; 3.) Business and Finance; and 4.) Administrative Services. If the proposed reorganization structure is adopted, top officials of the College have stated that no classified employee will be removed from his/her position or downgraded, no new positions will be created, and no employee of GCC will be involuntarily transferred to a position which is unrelated with respect to job duties and responsibilities to the position occupied by the employee before such a transfer. Therefore, this provision would reorganize the College accordingly, which would enable it to more effectively carry out its mandate in meeting the educational needs of the community.

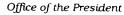
Section 2. Re-Organization Structure.

The Guam Community College re-organization structure as presented in the attached Exhibit A and as adopted by the GCC Board of Trustees shall hereby be accepted and adopted as the official organization structure of Guam Community College.

Section 3. Organizational Structure Expansion.

Any expansion or deletion of positions in the aforementioned organization structure by Guam Community College must be presented to the Guam Legislature and to the Governor of Guam for adoption.







Kulehon Kumunidát Guáhan Accredited by the Western Association of Schools and Colleges

BILL 153:

TESTIMONY

John T. Cruz President

"AN ACT RELATIVE TO ADOPTING THE GUAM COMMUNITY COLLEGE REORGANIZATIONAL STRUCTURE WHICH WAS APPROVED BY THE GCC BOARD OF TRUSTEES TO ADDRESS THE CONTINUAL CHANGE AND GROWTH OF THE COLLEGE"; THIS PROVISION SHALL HEREBY BE KNOWN AS THE 'GCC STRUCTURAL RE-

ORGANIZATION ACT OF 1993'."

Guam Community College offers the following testimony on March 24, 1993.

1987 was the last review of the organizational structure of the Guam Community College. The structure was appropriate for the nature of the institution in 1987. Since that time the institution has grown in complexity, has diversified in services, has expanded its curriculum to include a wider array of new technologies that did not even exist in 1987. In brief, the college is evolving into an institution that will keep pace with the vocational educational needs of the people of Guam.

The organizational structure of 1987 is no longer adequate to the challenges of tomorrow.

Tomorrow's challenges include an integrated vocational/academic curriculum; quick response to changing work force needs which in turn demand that we keep staff in balance, that we distribute workloads appropriately and equitably; that we look at functions rather than job descriptions to develop a system that works well with itself.

The culmination of the above mentioned intent is illustrated in the organizational chart presented and adopted by our Board of Trustees.

I would like to describe for you what we intended and what we expect to be achieved with this re-organization.

First, nationally there is a movement to integrate vocational and academic programs. Our old system separates occupational education from academic education creating a gap that ultimately works against the student. Employers tell us time and again that job performance involves not only technical skill but academic and interpersonal skill as well. The student is hence better served when s/he is taught academics through the occupation. The student is better served when the occupation lends relevance to the academic. It is a symbiotic relationship, one serves the other and refreshes both.



Secondly, the explosion of programs at the college over the last six years has resulted in an imbalance in the number of programs assigned to our occupations division. This one division had a FY '93 budget request of \$7,857,749, representing 44% of the total institutional budget. The division has become unwieldy. The proliferation of programs in the academic division has been less dramatic, but none-the-less has grown in complexity due to entrance skill levels of students. In addition our student services division is developing into providing services in full support of the students' goals. 71% of our students are adult learners with specific needs that were not addressed in times past. It is clear that we need to reorganize in order to achieve academic/occupations integration, balance and full service.

The process used to achieve the aforementioned was to group programs or functions by affinity, i.e., the activities share common elements. We organized like functions to create three divisions that contain academic and occupations programs and/or academic, occupations and student support programs. A balance was achieve with this method allowing for a holistic approach to the education of the student; and allowing for future program expansion without straining the resources of any one division.

The method of searching for affinity prompted other proposed changes in the structure, for example: the assignment of appropriate authority and responsibility to functions. In the current structure finance is a staff position to the President. Finance functions are presently too scattered for efficient management of resources. The new structure addresses this issue by, for example, grouping business/finance functions under a Vice President for Business and Finance.

With this new structure in place, it is my belief that the College is better positioned for growth and development. Curriculum can evolve in an environment conducive to focused work on development without over attention to operational issues. Our intent is to provide an operational framework within which to carry out our mission reasonably and well. With your support we believe that this can be done.

We assure that no classified employee will be removed from her/his position nor down graded; no new positions will be created, and no employee of GCC will be involuntarily transferred to a position which is unrelated with respect to job duties and responsibilities to the position occupied by the employee before such a transfer.

JOHN T. CRUZ

Senator M. Bordallo Chairperson Committee on Education 22nd Legislature

TESTIMONY BY ELIZABETH J. DUENAS & DR. NANCY HALL on BILL 153

Good morning Senator Bordallo and members of the Committee on Education. Thank you for this opportunity to testify on Bill No. 153, "An Act to re-organize the administrative structure of Guam Community College." My name is Elizabeth Duenas; I represent the support staff at the College. And with me this morning is my colleague Dr. Nancy Hall.

I represent the faculty at the College. No one can question the changes on our island that have occurred since 1977. One of the greatest changes has been in the area of employment. Jobs exist today that were unthought of 15 years ago. What will be the jobs 15 years from now?

GCC has grown from <u>46</u> programs, with <u>163</u> employees just ten years ago to <u>79</u> programs, with <u>294</u> employees in 1992. Last year alone, seven programs were added to meet the needs of Guam's employers and employees. The current occupational services division employs half of the college's employees creating an imbalance and uneven representation of faculty and staff.

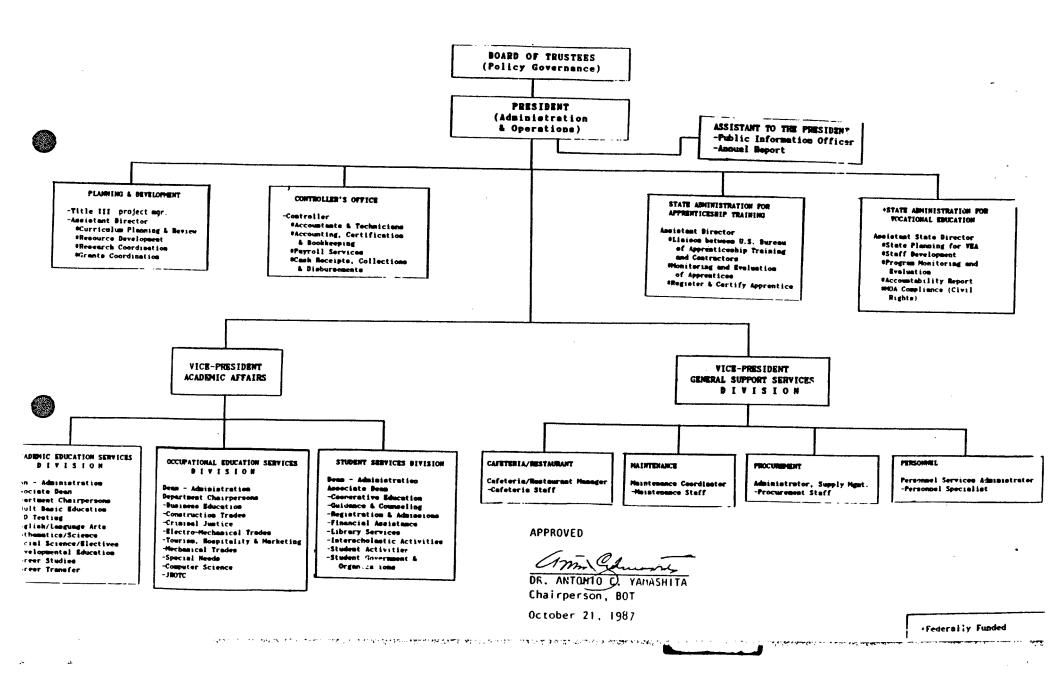
Currently, our structure divides areas of student life. It separates the counseling and academic services from the vocational training. These services are provided yearly to over 8,000 individuals. The integration of academic classes into vocational programs is one step to ensure that the island has informed, skilled, citizens.

The faculty and support staff were involved from conception in the proposed restructuring of the College. Liz & I served on the planning committee, surveyed our fellow employees, and attended innumerable presentations of the proposed organizational structure.

We believe the new structure will facilitate our operations, will better serve the needs of our students, faculty and staff, and is more reflective of the community college's mission to educate and to train. We urge you to recommend passage of Bill 153.

Thank you and si yuus maase.

GUAM COMMUNITY COLLEGE



egency or the functions thereof; stency or the functions thereof with any other part of the same (4) The consolidation or coordination of any part of any

any individual to perform any of his functions; (5) The authorization of any non-elective officer to appoint

of a reorganization plan will not have, any function; which agency or part does not have, or upon the taking effect (6) The abolition of the whole or any part of any agency

whole or any of the functions of an existing agency or agencies; (7) The establishment of a new agency to perform the

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These employees are: from their promotion reclassifications. ses who have been overlooked in their retroactive payment due them from the Department of Administration's budget to compensate employ-Administration is suthorized to expend such sums as are necessary Section 13. Notwithstanding any other law, the Director of

POSITION REALLOCATED TO: NAME/POSITION TITLE/PR:

PR 26-7 PR 31-6 Accounting Technician II Accounting Technician III Visitacion M. Tacadina, Lechnician II, PR 28-8 Accounting Technician III Sylvia T. Castro, Accounting

Section 14. One Thousand Two Hundred Sixty-Seven Dollars

Section 15. Thirteen Thousand Nine Hundred Fifteen Dollars this Act, so compensate the employee named herein. the Department shall within thirty (30) days of the effective date of Board and other divisions within the Department. The Director o to compensate Shencen Gercia for services rendered to the PEALS General Fund to the Department of Public Works (the "Department")

and Forty-One Cents (\$1,267.41) are hereby appropriated from the

that the employee's correct classification as of that date is Pay Kange Officer Supervisor, dating back to September 9, 1963. The amount appropriated herein reflects the amount due as of June 9, 1969, and step reclassification of David V. Camacho, Child Support Enforcement correct a long-standing administrative error in the pay range and eral Pund to the Department of Public Health and Social Services to and Sixty Cents (\$13,915.60) are hereby appropriated from the Gen-

Dollars (\$1,143,340) from funds received pursuant to U.S. Public Law Willion One Hundred Forty-Three Thousand Three Hundred Forty Section 16. The Guam Energy Office is authorized to spend One

> read as follows: Section 11. Section 4 of Public Law 20-04 is hereby amended to

> which were in effect prior to the enactment of this section." ment fund laws in Chapter 8 of Title 4 of the Guam Code Annotated non-base pay contributions under any of the provisions of the retirewithdrawn contributions or for educational or military credit for ble to members who paid or executed promissory notes for payment of request. The provisions of this section shall be retroactively applicaancy recalculation shall be completed within five (5) days of such to brepay the balance of such member's or prior member's note then such recalculation, except that if a member or prior member desires days from the date of the member's or prior member's request for recelculations shall be completed within one hundred eighty (180) prior member within five (5) days of such recalculation. All such government of Guan, such refund shall be paid to such member or edt of to bauf edt of sele galdfon sewo bas bauler a bewe et redenem the event that as a result of such recalculation, the member or prior y. No penalty may be imposed for pre-payment of such notes. In have payments reduced or the repayment period shortened accordingprincipal and interest payable over the length of the loan and shall percent (418) per annum, amortized in equal installments consisting of anew at regular interest but not in excess of tour and one-half contributions shall have the interest on their repayment calculated withdrawn or for educational or military credit or for non-base pay members who baid or executed promissory notes for repayment of "Notwithstanding any other law or regulation, members and prior

> "\$5503. (a) Legislative approval. Any proposed reorganization the Government Code to read as follows: Section 13. A new \$5302 is added to Chapter IV of Title VI of

> additions, positions. For purposes of this Chapter, "reorganization" eds not about estatement to supprepriet a of rolly tion plan that increases the number of employees shall be necessary ture prior to its implementation, and such approval of any reorganiza-Guem (collectively 'agency') shall require the approval of the Legislaplan for a department, agency or instrumentality of the government of

(2) The abolition of all or any part of the functions of any or of the whole or any part of the functions thereof, to the (I) The transfer of the whole or any part of any agency,

(loered) anothonal thereof, with the whole or any part of any other agency or the bent of sny seency, or of the whole or any part of the functions The consolidation or coordination of the whole or any *Couch:

TWENTY SECOND GUAN LEGISLATURE

PUBLIC HEARING

DATE: Wednesday, March 24, 1993 TIME: 9:00 A.M.

ATTENDANCE SHEET

Bin No. 153

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TWENTY SECOND GUAM LEGISLATURE FEB 26'93 1993 (FIRST) REGULAR SESSION

BILL NO. <u>153(</u>LS)

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M. Z. BORDALLO

"AN ACT RELATIVE TO ADOPTING THE GUAM COMMUNITY COLLEGE RE-ORGANIZATIONAL STRUCTURE WHICH WAS APPROVED BY THE GCC BOARD OF TRUSTEES TO ADDRESS THE CONTINUAL CHANGE AND GROWTH OF THE COLLEGE."; THIS PROVISION SHALL HEREBY BE KNOWN AS THE 'GCC STRUCTURAL RE-ORGANIZATION ACT OF 1993'."

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Section 2. Re-Organization Structure.

The Guam Community College re-organization structure as presented in the attached Exhibit A and as adopted by the GCC Board of Trustees shall hereby be accepted and adopted as the official organization structure of Guam Community College.

Section 3. Organizational Structure Expansion.

Any expansion or deletion of positions in the aforementioned organization structure by Guam Community College must be presented to the Guam Legislature and to the Governor of Guam for adoption.