

**DECEMBER 2005**

**ACADEMIC  
YEAR  
2005 - 2006**

# GCC FOUNDATION BOARD'S COMMITTEE ON COLLEGE ASSESSMENT (CCA) FIRST ASSESSMENT REPORT

---

# GCC

---

**GUAM COMMUNITY COLLEGE**

*Kulehon Kumunidât Guáhan  
Accredited by the Western Association  
of Schools and Colleges*

This report was primarily written by Dr. Ray Somera, Assistant Director, Office of Assessment and Institutional Effectiveness (AIE) and Chair, Committee on College Assessment (CCA). Administrative assistance was given by AIE staff Priscilla Johns and Rose Taitingfong. Lou Bautista, the Board Secretary, also provided additional assistance and support. AIE also wishes to acknowledge the survey respondents for their thoughtful responses.

FIRST ASSESSMENT REPORT  
GCC FOUNDATION BOARD  
December 2005

EXECUTIVE SUMMARY

As spearheaded by the Office of Assessment and Institutional Effectiveness (AIE), this assessment piece for the GCC Foundation Board completes the series of evaluations that have already been concluded for the general student population (*Faces of the Future*), college CEO (*Assessing our President*), Board of Trustees (*Second Assessment Report*), and the IDEA online survey for Deans and General Administrators (*Consolidated Administrators' Assessment Report*) within the current academic year. All these initiatives were in keeping with BOT Policy 306 –adopted on September 2002— which mandates comprehensive assessment for all programs, services and administrative units at the college.

In this particular study, survey results indicate that the board has developed sound fiscal management practices, processes and protocols that are perceived as strong points by the respondents. Overshadowing these strengths, however, are core perceptions that also seem to undermine the basis for the Foundation board's existence. Based on the analysis of survey data, it appears that the board has not *sufficiently* addressed the primary expectation of being the “vehicle for the contributions of funds to support activities, goals, plans, projects and programs” as its principal mission. The two areas of improvement –lack of proficiency in fundraising and property solicitation—identified as weaknesses in the study seem to validate this observation.

Minimizing the generalizability of the assessment findings, however, is the limited representation of both the **inside** and **outside** voices in this study. Since participation in the survey was purely voluntary, the difficult challenge was in making the board value and understand the real purpose of assessment as a *tool for improvement*. Toward this end, recommendations are given at the end of the report to guide the GCC Foundation in promoting accountability and improvement in its board functioning and processes.

FIRST ASSESSMENT REPORT  
GCC FOUNDATION BOARD  
December 2005

	<u>Page</u>
Executive Summary	
I. Rationale and Objectives	1
II. Methods and Limitations	2
III. Results and Discussion	3
<i>Table 1</i> FBAQ Respondents' Modal Responses, Mean, and Standard Deviation on 36 Variables	3
<i>Figure 1</i> Perceived areas of strength in board functioning	6
<i>Figure 2</i> Perceived areas of growth and needed improvement	7
IV. Conclusion	8
V. Recommendations	9
<i>Appendix A</i> BOT Policy 600, Establishment of the GCC Foundation	
<i>Appendix B</i> Articles of Incorporation of the GCC Foundation	
<i>Appendix C</i> BOT Policy 605, 610, 615, 620, 625	
<i>Appendix D</i> BOT Policy 306, Comprehensive Assessment of Instructional Programs, Student Services, Administrative Units and the Board of Trustees	
<i>Appendix E</i> Foundation Board Assessment Questionnaire (FBAQ)	
<i>Appendix F</i> Foundation Board Directory	

## GUAM COMMUNITY COLLEGE FOUNDATION BOARD FIRST ASSESSMENT REPORT

### I. Rationale and Objectives

Primarily intended as a vehicle for the contributions of funds to support activities, goals, plans, projects, and programs at Guam Community College that are not funded or not adequately being funded by the government or traditional resources, the **GCC Foundation** was established by BOT Policy 600 on April 6, 1994.<sup>1</sup> Another purpose for the foundation was to provide a public community relations program. Since these two important goals are at the heart of the Foundation's existence, this assessment study explores to what extent the Foundation Board has addressed these expectations.<sup>2</sup>

Since its creation, the foundation has existed pursuant to the authority given by the GCC Board of Trustees (BOT) and it operates under the approval and control of the BOT. The Foundation Board also cannot exist without the sanction of the legal authority vested in the Board of Trustees.<sup>3</sup> When the Board of Trustees underwent its first cycle of assessment in January 2003, there was likewise an attempt by the college to bring the Foundation Board into compliance, in keeping with the institutional mandate of assessment contained in BOT Policy 306.<sup>4</sup> However, the lack of interest and participation of Foundation Board members in a planned survey did not make this initial effort realizable. With the BOT having completed a second cycle of assessment just recently (December 2005), this renewed attempt to bring the Foundation Board into assessment compliance coincides with the following stipulation indicated in the above policy:

*WHEREAS, the Board of Trustees, and its subgroup, the Foundation Board, shall set an example of compliance with the new accreditation standards.*

---

<sup>1</sup> See Appendix A for the complete text of BOT Policy 600, "Establishment of the GCC Foundation."

<sup>2</sup> The "Articles of Incorporation of the GCC Foundation" is in Appendix B.

<sup>3</sup> Refer to several policies—Policy 605, 610, 615, 620, 625—adopted by the board for relevant documents in this regard (Appendix C).

<sup>4</sup> Policy 306 entitled "Comprehensive Assessment of Instructional Programs, Student Services, Administrative Units and the Board of Trustees," mandates regularized and systematic assessment for all instructional programs, student services and administrative units at the college. It was adopted on September 4, 2002. See Appendix D.

This last piece of assessment will complete the series of evaluations that have already been concluded for the general student population (*Faces of the Future*, Sept. 2005), college CEO (*Assessing our President*, Aug. 2005), Board of Trustees (*Second Assessment Report*, Dec. 2005), and the IDEA online survey for Deans and General Administrators (*Consolidated Administrators' Assessment Report*, Dec. 2005). Coinciding with the regularized and systematic assessment of all programs, services and administrative units at the college (as mandated by BOT Policy 306), these initiatives were all in keeping with the new ACCJC accreditation standards that emphasize maintaining “an ongoing, self-reflective dialogue” about the institution’s accountability and improvement goals.

## II. Methods and Limitations

For a special population like this group, a 36-variable instrument called the *Foundation Board Assessment Questionnaire* (FBAQ)<sup>5</sup> was utilized for data collection purposes. Slightly similar to the instrument administered to members of the BOT for their own assessment, this questionnaire was adapted from the Assessment Questionnaire Model of Edmonds Community College in Washington.<sup>6</sup>

As coordinated by the Office of Assessment and Institutional Effectiveness (AIE), data collection for this assessment study occurred from April to October 2005. At one particular meeting, the Board secretary provided the Foundation’s members with a hard copy of the questionnaire and asked them to fill it out for immediate submission.<sup>7</sup> The Vice President for Academic Affairs also made a similar appeal in yet another meeting, with the board secretary later providing email reminders as a follow up. Despite these repeated efforts, however, only five questionnaires were completed and returned. Of these five completed questionnaires, two were completed by voting Foundation members while three were filled out by meeting participants who were non-voting

---

<sup>5</sup> See Appendix E.

<sup>6</sup> This was initially brought to the attention of the Committee on College Assessment (CCA) by former BOT member Dr. Rosa Carter, and has since been used for various assessment purposes at the college.

<sup>7</sup> For a list of Foundation Board members, see Directory in Appendix F.

members of the board. Hence, this study sample (n=5) essentially provided both the *inside* and *outside* voices of this study.

Likewise, the tight schedules of the individual members of the Foundation precluded the conduct of a focus group which would have yielded qualitative data to validate the survey data. Consequently, the survey data was the sole source of information for this study, and it is important that the findings be viewed with this limitation in mind. Finally, the survey data were analyzed using Excel spreadsheets and are presented in this report in tabular and graphic format to make the results easier to read and interpret.

### III. Results and Discussion

The following table reports the FBAQ respondents' modal responses, means and standard deviations on the 36 variables listed on the questionnaire. For the reader's convenience, the variables (see Column 1) that received the highest mean are listed on the top, and those at the bottom are those that received the lowest mean (see Column 3). It is also important to note, at the outset, that a **lower** standard deviation indicates greater consensus among the respondents while a **higher** standard deviation reflects a wider divergence of perceptions within the sample.

Table 1  
FBAQ Respondents' MODAL RESPONSES, MEAN and  
STANDARD DEVIATION on 36 Variables (N = 5)

<b>Variables</b>	<b>MODE</b> , or the most frequently occurring value (on a scale of 1 to 5 where 1=Strongly disagree, 2=Disagree, 3=No opinion, 4=Agree, 5=Strongly agree)	<b>MEAN</b> , or the average of the value in all responses on a scale of 1 to 5 where 1=Strongly disagree, 2=Disagree, 3=No opinion, 4=Agree, 5=Strongly agree)	<b>STANDARD DEVIATION</b> , or the measure of how widely values are dispersed from the mean or the average value.
The Foundation Board ensures that Foundation assets are protected from excess volatility in market value from year to year.	4	4.4	0.55
Board meetings are conducted in a fair, efficient and business-like manner.	4	4.4	0.55
The Foundation achieves long-term growth of invested assets while preserving capital and maintaining sufficient liquidity for planned	4	4.2	0.45

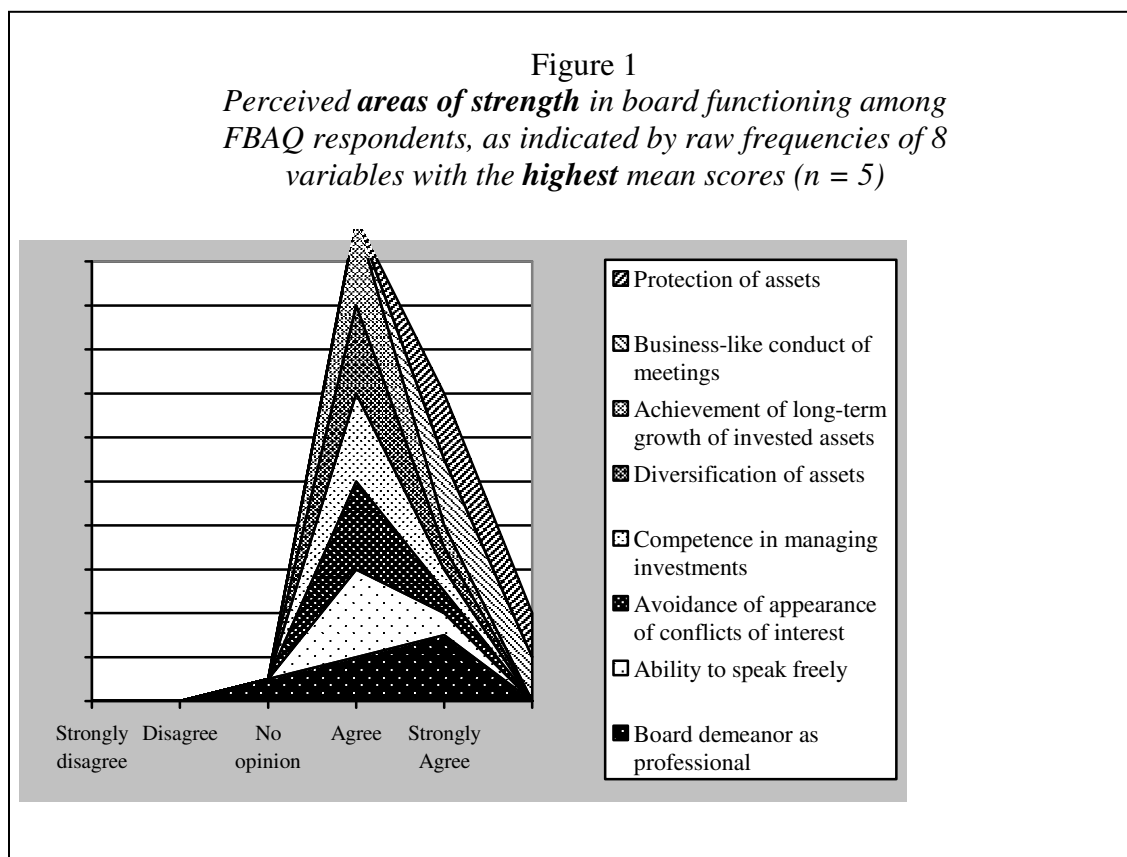
disbursements to meet the expenditure needs of the Foundation and the College.			
The investment of Foundation assets (portfolio) are diversified both as to fixed income and equity holdings.	4	4.2	0.45
The Foundation Board is competent in managing investments (ex. endowment funds) for the benefit of the college.	4	4.2	0.45
Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interest.	4	4.2	0.45
I am able to speak my mind on key issues without fear that I will be ostracized by some members of this board.	4	4.2	0.45
The collective demeanor of the Foundation Board is poised and professional.	4	4.2	0.45
The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the college.	4	4.0	0.0
The Foundation Board effectively serves as a repository for capital construction funds.	4	4.0	0.82
The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.	4	4.0	0.71
Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation.	4	4.0	0.0
Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity.	4	4.0	0.0
Foundation Board members are always conscious that their demeanor is part of the college's public image.	4	4.0	0.0
Foundation Board members honor divergent opinions without being intimidated by them.	4	4.0	0.0
Foundation Board members are able to disagree without being disagreeable.	4	4.0	0.0
The Foundation has clear standards and guidelines to evaluate the performance of any investment manager.	4	4.0	0.71
The Chairman of the Foundation Board keeps the Board of Trustees well informed.	*	4.0	0.82
The Foundation Board follows a disciplined and consistent management philosophy and investment practice that is informed of all those events that a prudent person would consider reasonable and probable.	4	3.8	1.10

The leadership of the Foundation Board typically goes out of its way to make sure that all members have the same information on important issues.	4	3.8	1.10
Foundation Board members have sufficient knowledge of the institution and its programs and services to judge the value of new ideas with reasonable confidence in their decisions.	4	3.8	0.45
Foundation Board members respect the power of the chair to speak for the board as a whole.	4	3.8	0.45
The Foundation Board conducts periodic review of its own policies.	4	3.8	0.50
The Foundation Board's key decisions are consistent with the mission of this organization.	4	3.6	0.55
There is a climate of mutual trust and support between and among board members.	4	3.4	0.89
The Foundation Board welcomes participation by members of the community at appropriate times designated on the agenda.	4	3.4	0.89
There is a high level of cooperation between the Foundation Board and the Board of Trustees.	*	3.4	1.34
The board participates in a self-evaluation process on an annual basis.	4	3.4	0.89
The Foundation Board has an adequate process for the review of issues that will receive Board action.	4	3.4	0.89
The Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues.	4	3.2	1.10
Foundation Board meetings begin on time.	4	3.2	1.10
Foundation Board meetings tend to focus more on current concerns than on preparing for the future.	4	3.2	1.10
The Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities.	*	2.8	0.84
The Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs.	2	2.4	0.55
All Foundation Board members attend board meetings.	2	2.4	0.89
The Foundation Board is proficient in carrying out fundraising activities to build endowment funds.	2	1.8	0.58

\*Given the small sample size of this special population (n=5), the MODE can not be determined in some of the variables in Column 2 above because of widely divergent ratings.



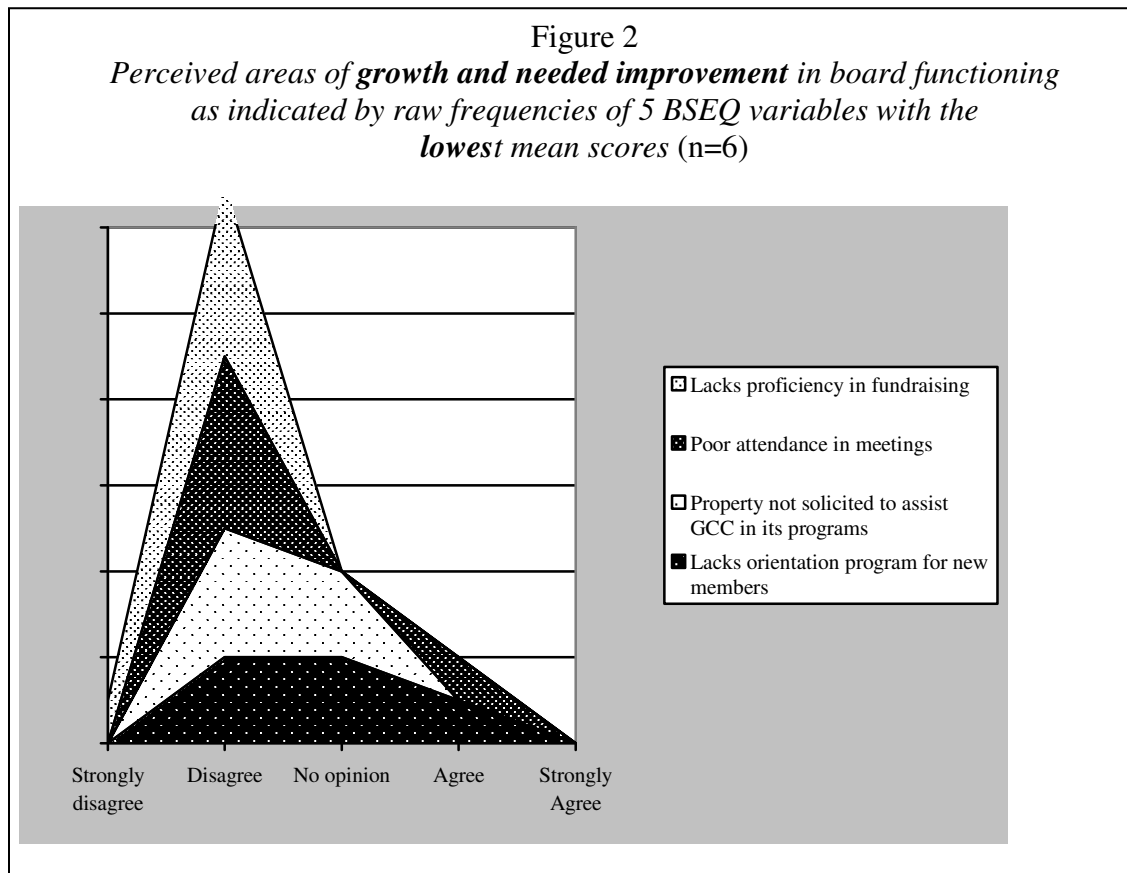
A cursory analysis of the above table reveals certain patterns in perceptions about board effectiveness, particularly in areas of strengths and weaknesses. For example, perceived areas of strength included the following: protection of assets (mean 4.4, s.d. 0.55), business-like conduct of meetings (mean 4.4, s.d. 0.55), achievement of long-term growth of invested assets (mean 4.2, s.d., 0.45), diversification of assets (mean 4.2, s.d. 0.45), competence in managing investments (mean 4.2, s.d. 0.45), avoidance of appearance of conflicts of interests (mean 4.2, s.d. 0.45), ability to speak freely (mean 4.2, s.d. 0.45), and board demeanor as professional (mean 4.2, s.d 0.45). These findings are presented in graphic format in Figure 1 below:



It is important to note that the two variables that garnered the highest mean (4.4 out of a scale of 5.0) concern the protection of assets and the business-like conduct of meetings. The relatively low standard deviations (0.58 and 0.56, respectively) also point to the seeming consensus of the respondents regarding these perceptions. The three next perceived strengths revolve around assets and investments like achievement of long-term growth, diversification, and manager's competence, with a relatively low standard

deviation (0.45) of these variables, indicating greater agreement among the respondents. When these perceptions are placed within the context of what some respondents identified as successes of the board --“expansion of the investment process,” “construction of campus water system”—these qualitative comments from the open-ended section of the questionnaire acquire some further validation. The board also appears to project fairness and objectivity when the respondents perceive that members take great efforts to avoid appearance of conflicts of interest so that all board actions are considered “professional.” Finally, there also seems to be agreement that the spirit of dialogue permeates board meetings and discussions.

The outside and inside voices represented in this study likewise identified perceived areas of growth and needed improvement in board functioning. As the survey results indicate, these four areas covered issues in fundraising, meeting attendance, property solicitation and new member orientation. These findings are presented in graphic format in Figure 2 below:



Among the 36 variables contained in the FBAQ instrument, it is the fundraising statement (*The Foundation Board is proficient in carrying out fundraising activities to build endowment funds*) that received the lowest mean (1.8 out of a scale of 5.0), with a relatively low standard deviation of 0.58. Because responses by the outside and inside voices included in this study clustered around “Disagree” and “Strongly Disagree,” it appears that this issue is the most contentious faced by the board. This observation acquires greater validation when viewed against the following qualitative comments made by some respondents in the open-ended section of the questionnaire:

- “Not enough focus on supporting the fund-raising effort”;
- “No fundraising effort”; and
- “More formal focus on the fundraising effort; unfortunately, the former chairman of the GCC Board of Trustees killed the last attempt to start a fundraising process.”

Perhaps tied to this issue is another variable that was also considered a weakness by the survey respondents: *The Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs*. That it is a perceived area of growth and needed improvement for the board is reflected in the low mean received for this statement (2.4 out of a scale of 5.0), with a standard deviation of 0.55.

Another area of improvement, as perceived by the respondents, is attendance in meetings. The low mean of 2.4 suggests strongly that the inside and outside voices represented in this study would like to see that *All Foundation board members attend board meetings*, as the statement indicated. In the same vein, it is also the respondents’ perception that the board can improve its performance in the area of new member orientation (mean, 2.8) so that gradual socialization into board organization and dynamics becomes routine in the board’s life cycle.

A final observation that deserves mention is the wide divergence of opinions among the respondents (no **mode** was determined) with the statement, *There is a high level of cooperation between the Foundation Board and the Board of Trustees*. Not only that the “mode” can not be determined for this statement, the standard deviation was also relatively high (1.34), indicating the lack of consensus in the surveyed group. This was

therefore very telling in terms of the quality of interaction and relationship between the two boards.<sup>8</sup>

#### IV. Conclusion

Based on the survey results discussed above, it appears that the Foundation Board has not *sufficiently* addressed the primary expectation of being the “vehicle for the contributions of funds to support activities, goals, plans, projects, and programs” as its principal mission. The two areas of improvement –fundraising and property solicitation— identified as weaknesses in the survey findings seem to validate this observation. On the other hand, the fiscal practices, processes, and protocols that the board has developed seem to carry favor with the respondents that participated in this study, and hence, they are considered the board’s areas of strength that need further reinforcement.

The secondary expectation of promoting a public community relations program was not specifically addressed in the questionnaire, and is left for future exploration in the next assessment round.

Finally, the limited representation of both the inside and outside voices in this assessment study minimized the generalizability of these findings. Since participation in this assessment study was purely voluntary, the difficult challenge was in making the board value and understand the real purpose of assessment as a *tool for improvement*. When the board finally internalizes this understanding, the board’s performance will be solidly grounded in the expectations set forth for the board (by BOT Policy 600) in the next assessment cycle.

#### V. Recommendations

It is hoped that this assessment study, though limited both in methodology and participation, will pave the way for a more improved assessment process in the next cycle of board evaluation. In order to achieve this goal, the following steps are recommended:

---

<sup>8</sup> A *strengthened* relationship, however, may be developing as evidenced by the attendance of both board chairpersons at the GCC Fall Convocation in August 2005.

- Connect with the college's regularized and systematic assessment process through the inclusion of assessment topics on the board's agenda, as necessary and appropriate;
- Ensure that all members express an interest and actively participate in future assessment initiatives conducted by the Office of Assessment and Institutional Effectiveness (AIE);
- Build the capacity for assessment through personal initiative, like the reading of the Board of Trustees First Assessment Report (January 2003) and Board of Trustees Second Assessment Report (December 2005);
- Formulate the board's own strategic plan using the institutional template provided for the Institutional Strategic Master Plan (ISMP);
- Develop annual goals that will anchor and benchmark board performance; and
- Strengthen and cultivate a meaningful relationship between members of the Board of Trustees and the Foundation Board through increased participation and interaction in the activities of each board;
- Address, follow through, and implement the areas of growth and improvement as identified in this report in a timely manner.

As the Foundation Board gradually begins to appreciate, understand, and internalize the meaning of assessment as the true measure of accountability and improvement, the following excerpt from the Community College League of California Trustee Handbook may guide the direction that the board can take in the next assessment cycle:

*Just as boards are concerned with the effectiveness of the institutions they govern, so they should be concerned with their own effectiveness as a governing board.* (1998, p. 69)

\*\*\*

**ESTABLISHMENT OF THE GCC FOUNDATION**

**WHEREAS**, the Guam Community College has commissioned a Facility Master Plan to construct facilities appropriate for the Philosophy and Mission of a Community College;

**WHEREAS**, the Board recognizes a need to seek capital construction funding from non-traditional sources; i.e., local or federal government;

**WHEREAS**, the concepts embodied in the Facility Master Plan require application of a marketing plan by an entity separate from the Guam Community College as an institution;

**WHEREAS**, the Guam Community College Foundation was created for the purpose of marketing and serving as a repository for capital construction funds;

**THEREFORE**, the Board does hereby authorize the legal establishment of the GCC Foundation through formal filing of its Articles of Incorporation and Bylaws.

**Adopted: April 6, 1994**

**Resolution 35-94**

## **Appendix B**

### **ARTICLES OF INCORPORATION OF THE GUAM COMMUNITY COLLEGE FOUNDATION**

(A non-profit, public benefit corporation incorporated in Guam.)

#### **I. NAME**

The name of the corporation is the GUAM COMMUNITY COLLEGE FOUNDATION (hereinafter referred to as the "Foundation").

#### **II. PRINCIPAL OFFICE**

The principal office of the Foundation shall be in Mangilao, Territory of Guam, and its mailing address shall be Post Office Box 23069, Guam, Marianas Islands, 96921.

#### **III. INITIAL AGENT FOR SERVICE OF PROCESS**

The name of the initial agent of the Foundation for service of process is the Chairman, Board of Trustees, Guam Community College, whose address is Guam Community College, P.O. Box 23069, Guam, Marianas Islands, 96921. The principal office shall be the Board of Trustees Office, Guam Community College, Main Campus, Mangilao.

#### **IV. PURPOSES**

This Foundation is a non-profit, public benefit corporation and is not organized for the private gain of any person. It is organized under the laws of the Territory of Guam and of laws of the United States applicable to Guam for educational, scientific and charitable purposes. The Foundation shall apply for exemption from income taxation under Section 501(c)(3) of the Internal Revenue Code.

The primary purpose of the Foundation is to provide a vehicle for the contributions of funds to support activities, goals, plans, projects, and programs at the Guam Community College that are not funded or not adequately being funded by the government or traditional resources and to provide a public community relations program.

#### **V. POWERS**

In furtherance of its educational, scientific and charitable purposes, the Foundation may exercise all of the powers authorized to a corporation pursuant to Section 354 of the Civil Code of Guam and specifically it may:

- (1) Solicit, accept or hold and administer funds to accomplish its purposes and take and receive, by grant, contract, bequest, devise, gift or benefit or trust, any property, real, personal, tangible or intangible wheresoever located.
- (2) Purchase or otherwise acquire property of every kind wheresoever located to accomplish its corporate purposes.
- (3) Hold, sell, leave, convey, and otherwise dispose of any property it received, purchase or otherwise acquired, and invest and reinvest the principal thereof, and to receive the income therefrom; to add any such income to principal and to deal with, use, expend, convey, donate, assign or otherwise transfer the property of the Foundation, whether principal or income, exclusively for the objects and purposes set out in these articles.
- (4) Exercise its rights, powers and privileges by holding meetings of its members and Board of Governors and employ personnel and establish offices in any part of the world.
- (5) Make grants, loans or contributions to organizations which are (i) exempt from income tax in the jurisdiction where they are domiciled and (ii) established for educational, scientific or charitable purposes provided such grants, loans or contributions assist or facilitate the Foundation in the carrying out of its own educational, scientific or charitable purpose.
- (6) Do everything and anything reasonably and lawfully necessary, proper, suitable or convenient to achieve the objects and purposes set out in Article IV of these articles, provided, however, that the Foundation shall not exercise any power, express or implied, in such a manner as to disqualify it from exemption from income tax.

## **VI. LIMITATION OF FOUNDATION ACTIVITIES**

It is the intention of the Foundation to at all times qualify and remain qualified as exempt from income tax. Accordingly:

- (1) The Foundation shall not operate for profit, and no part of its earnings shall inure to benefit or any member or individual; nor shall any of its earnings nor any of the property or assets of the Foundation be used for other than the objects and purposes of the Foundation set out in Article IV of these articles. This paragraph shall not be construed to prohibit the payment of salary to employees of the Foundation by its members or their representatives.
- (2) No substantial part of the activities of the Foundation shall consist of the carrying on of propaganda, or otherwise attempting to influence legislation, nor shall this Foundation participate or intervene in any political campaign (including publishing or distribution of statements) on behalf of any candidate for public office.



- (3) In the event of the liquidation, dissolution, termination or winding up of the Foundation, whether voluntary, involuntary or by operation of law, none of the property or assets of the Foundation shall be distributed to any person, natural or legal, except to an entity located in the United States or within the political jurisdiction of the Foundation which is exempt from income tax and has as its purpose educational, scientific or charitable objects.

## **VII. MANAGEMENT OF FOUNDATION ACTIVITIES**

Except as otherwise provided by law or in the by-laws adopted by the members, all of the affairs of the Foundation shall be managed by the Board of Governors of the Foundation. The Board of Governors may, upon a two-thirds vote at a meeting at which a quorum is present, amend or repeal any by-law or adopt any new by-law, provided, however, that any by-law amended, repealed, or adopted shall be considered revoked whenever a majority of the members of the Foundation shall so vote at a regular or special meeting.

## **VIII. AUTHORITY TO INCORPORATE**

This Foundation exists pursuant to the authority given by the Board of Trustees of the Guam Community College by virtue of a resolution, duly and regularly adopted, authorizing the establishment of a foundation for the purpose of soliciting funds and property to assist the Guam Community College in its activities and programs.

This Foundation operates under the approval and control of the Board of Trustees of Guam Community College and cannot exist without the sanction of the legal authority vested in the Board of Trustees.

## **IX. BOARD OF GOVERNORS**

The Board of Governors shall initially consist of four (4) members. It may be increased to not more than 15 members upon a majority vote of the members at a regular or special meeting. The power of any member of the Board of Governors may be exercised at any meeting by proxy and the by-laws shall provide for action to be taken by the Board by written ballot without meeting. The chairman and a member (to be named by the Board) of the Board of Trustees of the Guam Community College shall be ex-officio members of the Board of Directors. Initially, there shall be not less than three nor more than seven directors. .

The initial members of the Board of Governors shall be:

### **NAMES**

Juan C. Tenorio, Chairman .Board of Trustees  
Guam Community College

Charles W. Spero, Vice Chairman  
Board of Trustees

Guam Community College

Tomas T. Flores

James W. Skiff

The addresses of said members are as follows:

Juan C. Tenorio  
P.O. Box 23069  
Guam Main Facility 96921

Charles W. Spero  
P.O. Box 23069  
Guam Main Facility 96921

Tomas T. Aores  
P.O. Box 154  
Agana, Guam 96910

James W. Skiff  
P.O. Box 8560  
Tamuning, Guam 96911

**X. TERM OF FOUNDATION**

The existence of the Foundation shall be for fifty (50) years.

**XI. LIMITED LIABILITY**

The private property of the members, their representatives, who constitute the Board of Governors, and the officers of the Foundation shall not be subject to the payment of the debts or liabilities of the Foundation in any manner or to any extent whatsoever.

IN WITNESS WHEREOF, we have signed and acknowledged these Articles of Incorporation on the dates below shown.

Date: August 10. 1982

/s/ Juan C. Tenorio

Date: August 10. 1982

/s/ Charles W. Spero

Date: August 10. 1982

/s/ Tomas T. Flores

Date: August 19. 1982

/s/ James W. Skiff

Date: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

\_\_\_\_\_

Date: \_\_\_\_\_

BE IT REMEMBERED, that on the 10th day of August, 1982, before me, a notary public in and for Guam, personally appeared Juan C. Tenorio, known to me to be the person who subscribed to the foregoing Articles of Incorporation, and he duly acknowledged to me that he executed the same as the representative of Guam Community College, as incorporator hereof, and in his capacity as Chairman. Board of Trustees.

**APPROVAL AND ESTABLISHMENT OF ANNUAL FOUNDATION BUDGET**

**WHEREAS**, Resolution 6-82 of the Guam Community College Board of Trustees authorized the establishment of the Guam Community College Foundation; and

**WHEREAS**, the Foundation operates under the approval and control of the board of Trustees as stated in Article VIII of the Foundation's Articles of Incorporation; and

**WHEREAS**, Resolution 20-84 of the Board of Trustees affirms that Foundation funds remain under the control of the Board of Trustees and may be expended only under authority of a resolution by the Board of Trustees; and

**WHEREAS**, the Foundation is required to submit an annual budget to the Board of Trustees for approval; and

**WHEREAS**, the Board of Trustees has reviewed and by this resolution approves the Foundation's Fiscal Year 1989 Budget in the amount of forty thousand dollars (\$40,000) as submitted by the Foundation; and

**WHEREAS**, the Board of Trustees and the Foundation Board of Governors see the need for a more timely procedure for future planning activities and views the FY 1989 Foundation Budget as an adequate annual budget for the Foundation;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees authorizes the use of the FY 1989 Foundation Budget as an established and approved Annual Foundation Budget for the succeeding years.

**BE IT FURTHER RESOLVED**, that any increase or modification of the object categories in the annual budget of the Foundation may be approved by the Board of Trustees upon the request of the Foundation Board of Governors.

**Adopted: April 6, 1994**

**Resolution 37-94**

**MANAGEMENT OF FOUNDATION FUNDS**

**WHEREAS**, the GCC Foundation was established by the Board of Trustees for the purpose of raising funds and managing investments for the benefit of the College; and

**WHEREAS**, the authority for the existence and operation of the Foundation resides in the Board of Trustees; and

**WHEREAS**, the Board of Trustees has delegated to the Foundation Board of Governors the authority to manage the funds entrusted to the Foundation and the manner in which they are invested; and

**WHEREAS**, the Foundation is currently entrusted with some \$2 million in Quasi-Endowment and Term Endowment funds;

**NOW, THEREFORE BE IT RESOLVED**, that the Board of Trustees, by this resolution, further affirms that authority to determine appropriate investments of the Term Endowment, Quasi-Endowment, and other funds as may be entrusted to the Foundation is delegated to the Foundation Board of Governors. The management of these funds is to be carried out in accordance with the Articles of Incorporation and By-laws of the Foundation, and in accordance with terms governing restricted grants and contributions to the Endowment. This authority includes the approval of investment policies and procedures, the choice of financial institutions to manage investments, as well as any individual investment decisions. Persons holding the following positions are authorized to convey information about any investment decision to any financial institution chose to manage the Foundation investments. Any two of the signatures will suffice.

Chairman of the Board of Governors  
Vice Chairman of the Board of Governors  
Secretary of the Board of Governors  
Treasurer of the Board of Governors

The Foundation Board of Governors shall submit annual reports concerning the performance of funds invested by the Foundation to the Board of Trustees for its review.

**Adopted: April 6, 1994**

**Resolution 39-94**

**EXPENDITURE OF FOUNDATION FUNDS**

**WHEREAS**, the Guam Community College Board of Trustees recognized a need to seek capital construction funds from non-traditional sources and to this end established the Guam Community College Foundation in August, 1982 pursuant to Resolution No. 6-82; and

**WHEREAS**, the Guam Community College Board of Trustees had the authority to create such a foundation under the powers granted to it by the Community College Act of 1977 P.L. 14-77, Government Code §§ 11960, et seq., under the control of the Guam Community College Board of Trustees; and

**WHEREAS**, Article VIII of the Article of Incorporation of the Guam Community College Foundation provides in part:

This Foundation operates under the approval  
and control of the Board of Trustees of  
Guam Community College....

**WHEREAS**, the Guam Community College Board of Trustees wishes to reaffirm the established relationship between the Guam Community College Foundation and the Guam Community College Board of Trustees; now, therefore, be it

**RESOLVED**, that those non-appropriated funds designated as such and which are or have heretofore been transferred to the Guam Community College Foundation Fund remain under the full control of this Board and may be expended only under authority of a resolution by the Board of Trustees of the Guam Community College in accordance with P.L. 14-77, as amended.

**Adopted: April 6, 1994**

**Resolution 36-94**

**AUTHORIZATION TO ESTABLISH A SEPARATE RESTRICTED BANK  
ACCOUNT  
FOR FOUNDATION FUND RAISING**

**WHEREAS**, Resolution 6-82 of the Guam Community College Board of Trustees authorized the establishment of the Guam Community College Foundation; and

**WHEREAS**, the Foundation operates under the approval and control of the Board of Trustees as stated in Article VIII of the Foundation Articles of Incorporation; and

**WHEREAS**, Board Resolution 4-90 supported the construction of a proposed classroom building and authorized funds for construction cost of additions; and

**WHEREAS**, the College Non-Appropriated Funds (NAF) were established by law from specified revenue sources; and

**WHEREAS**, the College has embarked on a fund raising project to reimburse the Foundation for building costs; and

**WHEREAS**, in order that the funds raised by the college and the expenditures for same be maintained in an orderly fashion;

**NOW, THEREFORE, BE IT RESOLVED**, the Board of Trustees creates a new account within the Non-Appropriated Fund and authorizes the establishment of a separate restricted bank account to receive any and all donations and contributions made to the fund raising efforts of the college.

**Adopted: April 6, 1994**

**Resolution 38-94**

**FOUNDATION INVESTMENT SPENDING POLICY**

**WHEREAS**, under the encouragement of the Guam Community College Board of Trustees, the Board of Governors of the Foundation has pooled the Foundation investments, and

**WHEREAS**, as the investment market changes from year to year, in some years advancing more and in other years advancing less or even declining, and

**WHEREAS**, it is necessary to ensure that any endowment funds and their related incomes be spent according to the restrictions that exist on such funds, and

**WHEREAS**, it is necessary that projects funded from endowments are assured of a sustained and dependable level of funding for their operations,

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees adopt the following spending policy for Foundation endowments:

That earnings of the Federal Challenge Grant Endowments be spent according to the rules for such grants, namely that not more than 50% of the earnings are available for spending. At this time the Board determines that these funds should be reserved for major construction projects at Guam Community College that enhance its operations;

That annually 5% of the balance of any restricted endowment may be spent, with the exception that in no case may a restricted endowment be spent below its historical book value;

That annually 5% of board restricted (quasi) endowments may be spent and that in such endowments spending may take them below their historical book value;

**AND BE IT FURTHER RESOLVED**, that the Board of Trustees review the spending policy every three years.

**Adopted: January 4, 1995**

**Resolution      7-95**



## **Appendix D**

### **Policy 306**

#### **COMPREHENSIVE ASSESSMENT OF INSTRUCTIONAL PROGRAMS, STUDENT SERVICES, ADMINISTRATIVE UNITS AND THE BOARD OF TRUSTEES**

**WHEREAS**, Guam Community College remains steadfast in its commitment to provide the citizens of Guam and the region with quality educational programs and services that undergo systematic and continual assessment, and

**WHEREAS**, Board Policy 305, adopted on April 6, 1994, provided for a 5-year cycle of program evaluation to fulfill the following objectives:

Assess program quality, productivity, need and demand;

Improve the quality of academic offerings and vocational training;

Ensure wise allocation of resources;

Determine the program's effectiveness and to implement program improvement strategies, and

**WHEREAS**, newly-approved accreditation standards mandate a more comprehensive assessment process for all instructional programs, student services and administrative units on campus, and

**WHEREAS**, assessment of student learning outcomes must be the cornerstone of all assessment activities, as indicated in new accreditation standards, and

**WHEREAS**, the regular cycle of assessment should be on an annual or two-year cycle as determined by a staggered assessment schedule of programs, services, and administrative units, and

**WHEREAS**, the Board of Trustees and its sub-group, the Foundation Board, shall set an example of compliance with the new accreditation standards.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Trustees assigns the responsibility to the President and/or his designee, with consultation from the Committee on College Assessment, to refine, monitor and strengthen the campus-wide assessment plan and schedule, as well as report assessment results in a timely manner to all stakeholders of the college, and

**BE IT FURTHER RESOLVED**, that the Comprehensive Assessment for Instructional Programs, Student Services, Administrative Units and the Board of Trustees Policy shall supersede Board Policy 305, and shall take effect in the 2002-2003 Academic Year and each academic year thereafter.

**Adopted: September 4, 2002**  
**Resolution 13-2002**

## GCC Foundation Board Assessment Questionnaire

Guam Community College  
Program/Unit: Foundation Board

**Description:** In preparation for the WASC Accreditation Team Visit in February 2006, this survey instrument serves as a tool to gather quantitative and qualitative data for the purposes of assessment. This exercise is in keeping with BOT Policy 306 (adopted September 4, 2002) which mandates all programs and units of the college to undergo comprehensive evaluation based on a two-year assessment cycle.

**Instructions:** Dear GCC Foundation Board member and other stakeholders:

This questionnaire is being used to gather both internal and external "voices" with regard to the Foundation Board's functioning and effectiveness as an organization. These perceptions are being gathered from board members themselves, as well as other participants of the board's meetings. To preserve confidentiality, your name is not requested.

Because your voice is of critical importance to the college's assessment initiative, please fill out this questionnaire as soon as possible. It will require 3-5 minutes of your time only.

You may submit completed survey forms to LOU BAUTISTA (BOT Recording Secretary) at the GCC President's Office on or before April 30, 2005. Thank you for your participation.

Encircle your answers below, please.

### Category: Demographic Information

1) Please indicate whether you are male or female:

Female  
1

Male  
2

2) Among the choices given below, indicate your background and experience:

Business & Finance  
1

Government Service  
2

Academe  
3

3) Indicate your length of participation in Foundation Board meetings and/or activities:

Less than one year  
1

1-5 years  
2

6-10 years  
3

11-15 years  
4

16 or more years  
5

### Category: Board Responsibilities

4) The Foundation Board ensures that Foundation assets are protected from excess volatility in market value from year to year.

Strongly Disagree  
1

Disagree  
2

No opinion  
3

Agree  
4

Strongly Agree  
5

- 5) The Foundation achieves long-term growth of invested assets while preserving capital and maintaining sufficient liquidity for planned disbursements to meet the expenditure needs of the Foundation and the College.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 6) The investment of Foundation assets (portfolio) are diversified both as to fixed income and equity holdings.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 7) The Foundation Board follows a disciplined and consistent management philosophy and investment practice that is informed of all those events that a prudent person would consider reasonable and probable.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 8) The Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 9) The Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 10) The Foundation Board's key decisions are consistent with the mission of this organization.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 11) The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the college.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 12) The Foundation Board is proficient in carrying out fundraising activities to build endowment funds.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 13) The Foundation Board effectively serves as a repository for capital construction funds.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 14) The Foundation Board is competent in managing investments (ex. endowment funds) for the benefit of the college.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 15) The Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 16) The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

#### Category: Board Members' Knowledge & Experience

- 17) Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 18) Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 19) The leadership of the Foundation Board typically goes out of its way to make sure that all members have the same information on important issues.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 20) Foundation Board members have sufficient knowledge of the institution and its program and services to judge the value of new ideas with reasonable confidence in their decisions.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5



**Category: Personal Conduct**

21) There is a climate of mutual trust and support between and among board members

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

22) Foundation Board members respect the power of the chair to speak for the board as a whole.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

23) Foundation Board members are always conscious that their demeanor is part of the college's public image.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

24) Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interest.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

25) Foundation Board members honor divergent opinions without being intimidated by them.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

26) The number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

**Category: Conduct of Meetings**

27) All Foundation board members attend board meetings.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

28) Foundation Board meetings begin on time.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 29) The number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 30) Board meetings are conducted in a fair, efficient, and business-like manner.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 31) Foundation Board meetings tend to focus more on current concerns than on preparing for the future.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 32) I am able to speak my mind on key issues without fear that I will be ostracized by some members of this board.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 33) The collective demeanor of the Foundation Board is poised and professional.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 34) Foundation Board members are able to disagree without being disagreeable.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 35) The Foundation Board welcomes participation by members of the community at appropriate times designated on the agenda.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

#### Category: Foundation Board/Board of Trustees Relations

- 36) There is a high level of cooperation between the Foundation Board and the Board of Trustees.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 37) The Chairman of the Foundation Board keeps the Board of Trustees well informed.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

**Category: Self-Evaluation**

- 38) The Foundation has clear standards and guidelines to evaluate the performance of any investment manager.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 39) The board participates in a self-evaluation process on an annual basis.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 40) The Foundation Board has an adequate process for the review of issues that will receive Board action.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

- 41) The Foundation Board conducts periodic review of its own policies.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	5

**Category: Open-Ended Questions**

- 42) What were the one or two successes during the past year for which the Foundation Board takes some satisfaction?

---

---

---

- 43) What particular shortcomings do you see in the board's organization or performance that needs attention?

---

---

---

- 44) What areas of improvement would you suggest?

---

---

---

**Additional question:**

45) You would describe yourself as a/an:

Foundation Board  
Member  
1

BOT member  
2

GCC administrator  
3

Government  
representative  
4

Private sector  
representative  
5



Appendix F

**GUAM COMMUNITY COLLEGE**  
**Foundation Board of Governors**  
**735-5637 (phone); 734-1003 (fax)**

**Chairman**, First Hawaiian Bank  
Sr. Vice President & Guam Regional Supervisor  
(Lucy, Secretary)

**Vice Chairman**, Hawaiian Rock  
(Maria, Secretary)

**Secretary**, Matson Navigation Company  
(Joann Wall, Secretary)

**VACANT**

**VACANT**

**Member**, Carlsmith Law Firm  
Bank of Hawaii, 4<sup>th</sup> fl., Suite 401

**Member**, GCC Board of Trustees  
(Lou V. Bautista, Secretary)

**Member**, GCC Board of Trustees  
(Lou V. Bautista, Secretary)

**Member**, GCC Business & Finance Division

GCC CEO & President  
(Anita Limtiaco, Secretary)

**(As of December 2005)**