

MARCH 2008

**ACADEMIC
YEAR
2007-2008**

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

SECOND ASSESSMENT REPORT
GCC FOUNDATION BOARD
MARCH 2008

EXECUTIVE SUMMARY

In keeping with the established assessment cycle at the college, this is the second assessment report for the GCC Foundation Board. The first report was published in December 2005 by the Office of Assessment and Institutional Effectiveness in compliance with Board Policy 306 which mandates a comprehensive assessment process for the entire college.

This report identifies several areas of strengths as well as areas of growth and needed improvements in relation to board functioning. Survey results indicate that the areas of growth and needed improvement are areas where respondents had possibly lacked relevant information for them to form significant opinions and perceptions. Most variables identified as areas of growth and needed improvement fall under the themes of board responsibilities and self-evaluation. As for strengths, most variables identified as strengths fall under the themes of personal conduct, conduct of meetings, board members' knowledge and experience, and Foundation Board/Board of Trustees relations. The board's greatest strength is in the area of personal conduct.

Recommendations given at the end of this report include the following:

- (a) establishment of procedures to orient new Foundation Board members, (b) creation of a Foundation Board Membership Handbook, (c) increased media exposure of Foundation activities and successes, (d) implementation of a regular schedule for the review of board policies, (e) quarterly report from the Assistant Director of Development and Alumni Relations to the Foundation Board, (f) attendance of Foundation Board members at college activities, (g) revision of the existing survey instrument used in this study, and (h) expansion of data collection methods in future board assessments.

SECOND ASSESSMENT REPORT
GCC FOUNDATION BOARD
MARCH 2008

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GUAM COMMUNITY COLLEGE FOUNDATION BOARD SECOND ASSESSMENT REPORT

I. Introduction

This study was conducted to assess the effectiveness of board functioning from the perspective of Foundation Board members themselves. It was designed to provide members with an opportunity to evaluate the work of the board through a systematic self-report process, and to provide a means for monitoring any potential problems that may require attention.

II. Objectives and Methodology

The objective of this study is to identify strengths in board functioning as well as areas of growth and needed improvement.

Instrumentation

A survey instrument, Foundation Board Assessment Questionnaire (FBAQ), was completed by board members. This questionnaire is divided into six themes: (a) Board Responsibilities, (b) Board Members' Knowledge and Experience, (c) Personal Conduct, (d) Conduct of Meetings, (e) Foundation Board/Board of Trustees Relations, (f) and Self-Evaluation. The survey consists of 42 multiple choice questions and three open-ended questions. The instrument was utilized to gather perceptions of board functioning and effectiveness. Of the 8 questionnaires distributed, seven of them were completed for a return rate of 87.50%. Data collection occurred from January 2008 to February 2008. The data collected from the FBAQ was the sole source of information for this study, and it is important that the findings be viewed with this limitation in mind.

Data was analyzed using Excel spreadsheets. Responses to the open-ended questions in the FBAQ was used to validate the quantitative data gathered from the survey.

III. Results and Discussion

The following table provides an overview of the socio-demographic profile of the seven FBAQ respondents:

Table 1
Socio-demographic characteristics of FBAQ respondents (N=7)

	Frequency	Percent
<i>Sex</i>		
Female	2	28.6
Male	5	71.4
<i>Background and experience</i>		
Business & Finance	7	100.0
Government Service	--	--
Academic	--	--
<i>Length of participation in Foundation Board meetings and/or activities</i>		
Less than one yr.	2	28.6
1-5 yrs.	4	57.1
6-10 yrs.	--	--
11-15 yrs.	--	--
16 or more yrs.	1	14.3
<i>Respondent Type</i>		
Foundation Board Member	4	57.1
Board of Trustees Member	2	28.6
GCC Administrator	--	--
Government Representative	--	--
Private Sector Representative	1	14.3

Of the seven respondents, 71.4% were male and 28.6% were female. The background and experience of all seven respondents were in the area of business and finance. As for length of participation in Foundation Board meetings and/or activities, two respondents indicated that they had less than one year of experience, four respondents indicated that they had between one to five years of experience, and one respondent indicated having 16 or more years of experience. In terms of respondent type, four individuals identified themselves as Foundation Board Members, two identified themselves as members of the Board of Trustees, and one identified himself/herself as a private sector representative. Since surveys were given only to Foundation Board members by the Board Secretary, all respondents are Foundation Board members.

Table 2 below provides the mode, mean, and standard deviation of each of the variables contained in the survey. As noted in the table, the mode is the most frequently occurring value. The mean is the average of the value in all responses and the standard deviation is the measure of how widely values are dispersed from the mean. Variables with low standard deviations reveal a greater consensus among respondents. Variables with high standard deviations reveal a wider divergence of respondent perceptions.

Table 2
FBAQ Respondents' MODAL RESPONSES, MEAN and STANDARD
DEVIATION ON 37 VARIABLES (N=7)

	Mode , or most frequently occurring value on a scale of 1 to 5 where 1=Strongly disagree, 2=Disagree, 3=No opinion, 4=Agree, and 5= Strongly Agree	Mean , 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, and 5= Strongly Agree	Standard Deviation , or the measure of how widely values are dispersed from the mean or the average value
--	---	---	--

BOARD RESPONSIBILITIES			
The Foundation Board ensures that Foundation assets are protected from excess volatility in market value from year to year.	5.00	4.57	0.53
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.	5.00	4.57	0.53
The Foundation Board is competent in managing investments (ex. Endowment Funds) for the benefit of the college.	5.00	4.57	0.53
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.	4.00	4.43	0.53
The Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues.	4.00	4.43	0.53
The Foundation Board's key decisions are consistent with the mission of this organization.	4.00	4.43	0.53
The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the college.	4.00	4.43	0.53
The investment of Foundation assets (portfolio) are diversified both as a fixed income and equity holdings.	5.00	4.14	0.90
The Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities.	4.00	3.86	0.38
The Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs.	4.00	3.86	0.38
The Foundation Board effectively serves as a repository for capital construction funds.	4.00	3.71	0.95
The Foundation Board is proficient in carrying out fundraising activities to build endowment funds.	3.00	3.29	0.76
The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.*	--	--	--

* Foundation Board Members did not respond to this variable.

BOARD MEMBERS' KNOWLEDGE & EXPERIENCE			
Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity.	4.00	4.43	0.53
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.	4.00	4.14	0.38
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.	4.00	4.14	0.38
Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation.	4.00	3.86	0.69
PERSONAL CONDUCT			
Foundation Board members honor divergent opinions without being intimidated by them.	5.00	4.57	0.53
Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interest.	5.00	4.57	0.53
Foundation Board members are always conscious that their demeanor is part of the college's public image.	5.00	4.57	0.53
Foundation Board members respect the power of the chair to speak for the board as a whole.	5.00	4.57	0.53
There is a climate of mutual trust and support between and among board members.	4.00	4.29	0.76
The number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues.	4.00	4.14	0.38
CONDUCT OF MEETINGS			
The collective demeanor of the Foundation Board is poised and professional.	5.00	4.57	0.53
I am able to speak my mind on key issues without fear that I will be ostracized by some members of the board.	5.00	4.57	0.53
Board meetings are conducted in a fair, efficient, and business-like manner.	5.00	4.57	0.53
Foundation Board members are able to disagree without being disagreeable.	4.00	4.43	0.53

The Foundation Board welcomes participation by members of the community at appropriate times designated on the agenda.	4.00	4.29	0.49
The number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues.	4.00	4.14	0.38
Foundation Board meetings begin on time.	4.00	4.14	0.38
All Foundation Board members attend board meetings.	4.00	3.86	0.69
Foundation Board meetings tend to focus more on current concerns than on preparing for the future.	4.00	3.57	1.27
FOUNDATION BOARD/BOARD OF TRUSTEES RELATIONS			
There is a high level of cooperation between the Foundation Board and the Board of Trustees.	4.00	4.14	0.69
The Chairman of the Foundation Board keeps the Board of Trustees well informed.	4.00	4.14	0.69
SELF-EVALUATION			
The Foundation Board has an adequate process for the review of issues that will receive Board action.	4.00	4.00	0.58
The Foundation has clear standards and guidelines to evaluate the performance of any investment manager.	3.00	3.71	0.76
The Foundation Board conducts periodic review of its own policies.	3.00	3.71	0.76
The board participates in a self-evaluation process on an annual basis.	4.00	3.57	0.98

Board members did not provide a response to question 16 of the survey:
The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.
The rating scale for this variable was inadvertently omitted from the survey, and hence, Foundation Board members could not respond to this item.

In terms of Board Responsibilities, Foundation Board members reported that they had no opinion with respect to the following variables: established procedure to orient new members (mean 3.86, s.d. 0.38), solicitation of property (mean 3.86, s.d. 0.38), repository for capital construction funds (mean 3.71, s.d. 0.95), and fundraising activities (mean 3.29, s.d. 0.76). Of these four variables,

the highest standard deviation was reported for the board responsibility of serving as a repository for capital construction funds (s.d. 0.95). This standard deviation reveals a slight divergence in opinion among respondents. Respondents agreed with the following variables: the Foundation Board ensures that assets are protected (mean 4.57, s.d. 0.53), the Foundation achieves long-term growth of invested assets while preserving capital and maintaining sufficient liquidity (mean 4.57, s.d. 0.53), the Foundation Board is competent in managing investments (mean 4.57, s.d. 0.53), the Foundation Board follows a disciplined and consistent management philosophy and investment practice (mean 4.43, s.d. 0.53), the Foundation Board makes explicit use of long-range priorities when dealing with current issues (mean 4.43, s.d. 0.53), the Foundation Board's key decisions are consistent with the college mission (mean 4.43, s.d. 0.53), the Foundation Board takes regular steps to keep informed about important trends in the larger environment (mean 4.43, s.d. 0.53), and the investment of Foundation assets are diversified (mean 4.14, s.d. 0.90). It is interesting to note, that of all the eight variables that Foundation Board members agreed with, seven of them had the same standard deviation (0.53). The remaining variable, investment diversity of Foundation assets, had a standard deviation of 0.90. This rather high standard deviation reveals a slight divergence of opinion among respondents with respect to this variable.

As for Board Members' Knowledge and Experience, respondents agree with all but one variable. They had no opinion with respect to board members understanding of the investment objectives and policies for funds entrusted to the Foundation (mean 3.86, s.d. 0.69). They agreed that Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity (mean 4.43, s.d. 0.53); that they have sufficient knowledge of the institution and its programs and services (mean 4.14, s.d. 0.38); and that the leadership of the Foundation typically goes out of its way to ensure that all members have the same information on important issues (mean 4.14, s.d. 0.38).

With regards to Personal Conduct, respondents agreed with all six variables under this theme. They agreed that Foundation Board members honor divergent opinions (mean 4.57, s.d. 0.53), are sensitive to the need to avoid conflicts of interest (mean 4.57, s.d. 0.53), are conscious of their demeanor (mean 4.57, s.d. 0.53), and respect the power of the chair (4.57, s.d. 0.53). They also agreed that there is a climate of mutual trust between members (mean 4.29, s.d. 0.76) and that the number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues (mean 4.14, s.d. 0.38).

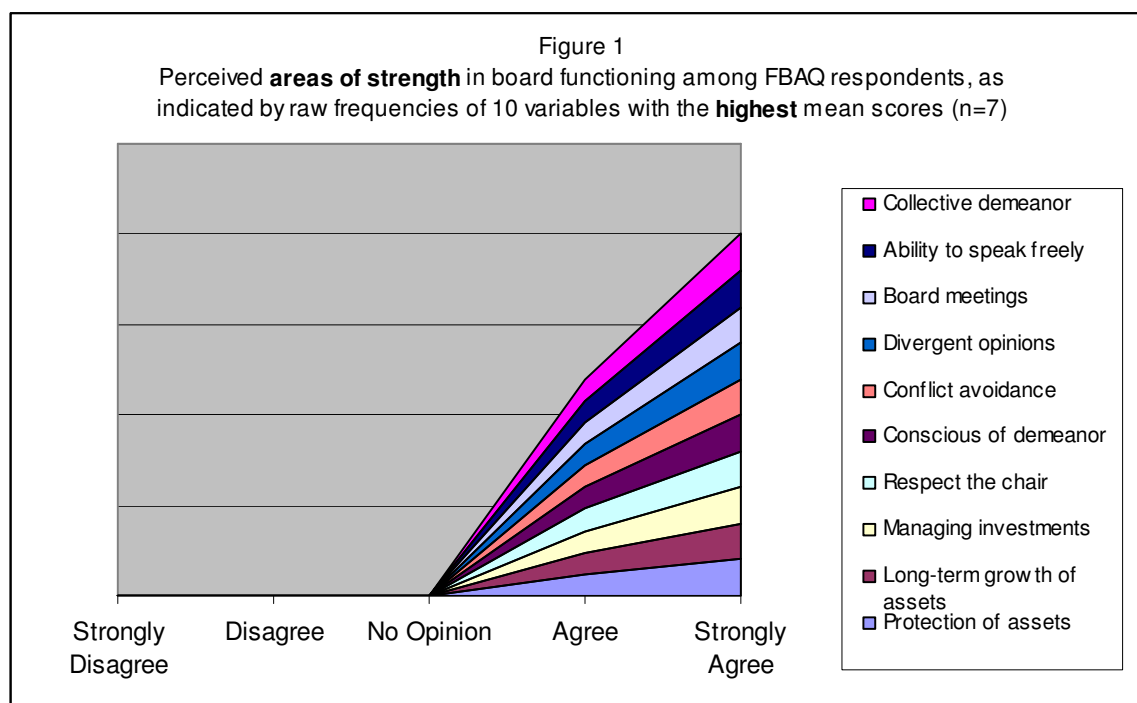
With respect to Conduct of Meetings, the variable with the least consensus is focus of board meetings on current concerns rather than on preparing for the future (mean, 3.57, s.d. 1.27). The high standard deviation reveals a divergence in opinion among board members. Respondents also had no opinion regarding board meeting attendance (mean 3.86, s.d. 0.69). Board members agreed with the following variables: the collective demeanor of the Foundation Board is poised and professional (mean 4.57, s.d. 0.53); board members are able to speak freely during meetings (mean 4.57, s.d. 0.53); board meetings are conducted in a fair, efficient, and business-like manner (mean 4.57, s.d. 0.53); Foundation Board members are able to disagree without being disagreeable (mean 4.43, s.d. 0.53); the Foundation Board welcomes community participation during meetings (mean 4.29, s.d. 0.49); the number and frequency of board meetings allow enough time for responsible discussion and resolution of key issues (mean 4.14, s.d. 0.38); and board meetings begin on time (mean 4.14, s.d. 0.38).

In terms of Foundation Board/Board of Trustees Relations, respondents agreed with the two variables under this theme. They agreed that there is a high level of cooperation between the Foundation Board and the Board of Trustees (mean 4.14, s.d. 0.69) and that the chairman of the Foundation Board keeps the Board of Trustees well informed (mean 4.14, s.d. 0.69).

As for Self-Evaluation, respondents agreed with only one variable under this theme. In particular, they agreed that the Foundation Board has an adequate process for the review of issues that receive board action (mean 4.00, s.d. 0.58).

They reported having no opinion with respect to clear standards and guidelines to evaluate the performance of any investment manager (mean 3.71, s.d. 0.76), periodic review of its own policies (mean 3.71, s.d. 0.76), and an annual self-evaluation process (mean 3.57, s.d. 0.98). The standard deviation of 0.98 for the variable annual self-evaluation process reveals some divergence in opinion among respondents.

As indicated in Figure 1 below, there are ten variables identified as strengths in board functioning.



The ten variables identified above have the highest mean score of 4.57. The variables identified as strengths fall under the following three themes:

Board Responsibilities-

- Ensuring that assets are protected from excess volatility in market value from year to year
- Achieving long-term growth of invested assets while preserving capital and maintaining sufficient liquidity
- Competency in managing investments

Personal Conduct-

- Honor divergent opinions
- Sensitive to the need to avoid conflicts of interest
- Conscious of their demeanor
- Respect the power of the chair

Conduct of Meetings-

- Collective demeanor is poised and professional.
- Ability to speak openly on key issues without being ostracized
- Fair, efficient, and business-like conduct of board meetings

It is interesting to note that the mean score for each of the variables identified as strengths is 4.57 and the standard deviation is 0.53. Out of the three themes identified above, respondents agreed with all the variables under the theme Personal Conduct.

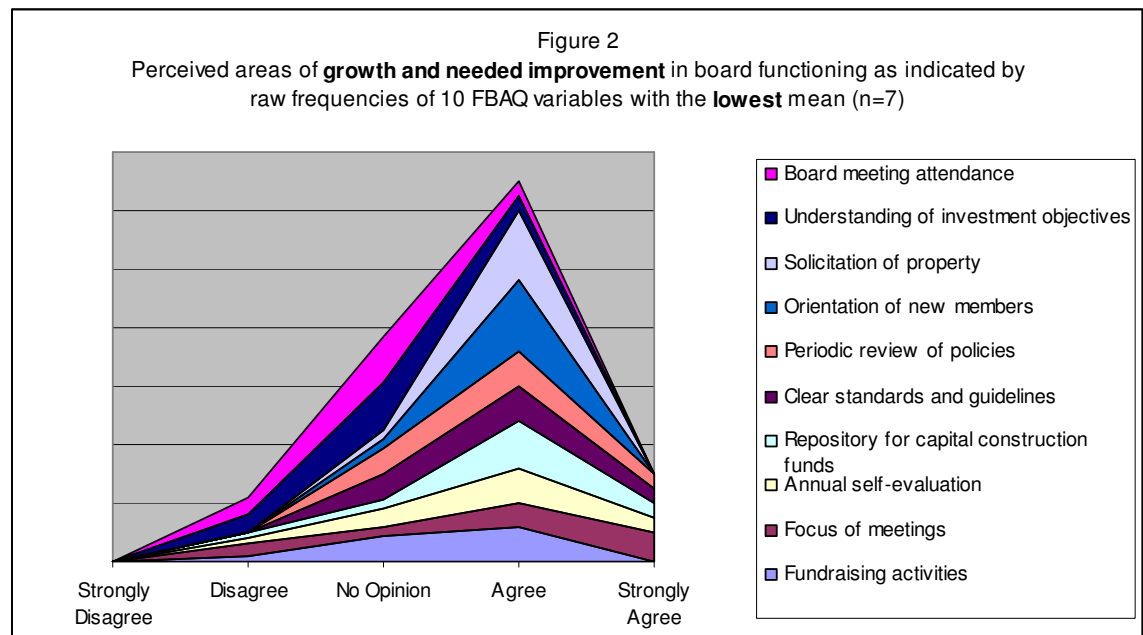


Figure 2 above identifies ten variables as perceived areas of growth and needed improvement. These variables have the lowest mean scores. The mean scores range from 3.29 to 3.85 (on a scale of 1 to 5). According to the Likert

scale used in the FBAQ questionnaire, the number three represents no opinion. Therefore, respondents had no opinion with respect to the following variables:

Board Responsibilities-

- Proficiency in carrying out fundraising activities
- Effectiveness in serving as a repository for capital construction funds
- Establishment of procedure to orient new members
- Efficiency in soliciting property

Board Members' Knowledge & Experience-

- Clear understanding of the investment objectives and policies for the funds entrusted to the Foundation.

Conduct of Meetings-

- Attendance at board meetings
- Focus of meetings more on current concerns than on preparing for the future

Self-Evaluation-

- Clear standards and guidelines to evaluate the performance of any investment manager
- Periodic reviews of its own policies
- Participation in an annual self-evaluation process

It is interesting to note that there were no variables identified as areas of growth and needed improvement under the following two themes: Personal Conduct and Foundation Board/Board of Trustees Relations. The lowest reported mean score is 3.29 for the variable relating to the Foundation Board's proficiency in carrying out fundraising activities to build endowment funds. The three variables with the highest standard deviations are: the board's effectiveness in serving as a repository for capital construction funds (s.d. 0.95), the tendency of Foundation Board meetings to focus more on current concerns than on preparing

for the future (s.d. 1.27), and the board's participation in an annual self-evaluation process (s.d. 0.98). As mentioned earlier, variables with high standard deviations reveal a wider divergence of respondent perceptions. The two themes with the highest numbers of variables identified as areas of growth and needed improvement are Board Responsibilities and Self-Evaluation.

IV. Conclusion

Through the identification of areas of strengths and weaknesses, this assessment study aims to improve board functioning and to promote accountability. Since the lowest mean score in this study is 3.29, all of the variables identified as areas of growth and needed improvement are variables in which respondents indicated having no opinion. The lack of opinion in these areas may mean that there is a lack of relevant information and hence, there is a need to improve the FBAQ by excluding "no opinion" from the survey instrument.

The following is a summary of the strengths and weaknesses identified by this study organized under themes:

Board Responsibilities-

The Foundation Board is perceived as competent in managing investments, achieving long-term growth of invested assets while preserving capital and maintaining sufficient liquidity, and protecting assets from excess volatility in market value from year to year. Although the Foundation Board members indicated that they have no opinion regarding the board's proficiency in carrying out fundraising activities to build endowment funds, the board's effectiveness in serving as a repository for capital construction funds, the board's efficiency in soliciting property to assist the college in its activities and programs, and the board's establishment of procedures to orient new members, these areas need to be addressed.

Additionally, in response to the open-ended survey question regarding shortcomings in board's organization and performance, one Foundation Board member indicated that there is a need to learn more about fund development. A suggestion was made to create a solid fund development plan.

When asked what was the one or two successes during the past year for which the Foundation Board takes some satisfaction, one Foundation Board member identified the hiring of an Assistant Director of Development and Alumni Relations as a success. It is expected that the Assistant Director will expand fundraising activities in an effort to build endowment funds.

When asked to identify suggested areas of improvement, one Foundation Board member noted a need for increased media exposure of Foundation activities/successes.

Personal Conduct-

Survey results reveal that board members conduct themselves in a very professional manner. They honor divergent opinions, are sensitive to the need to avoid conflicts of interests, are conscious that their demeanor is part of the college's public image, and respect the power of the chair. Survey results also reveal a climate of mutual trust and support between and among board members.

Conduct of Meetings-

The way board meetings are conducted is perceived very positively. Survey results show that the collective demeanor of the board is poised and professional, that board members are able to speak their mind on key issues without fear of being ostracized, and that board meetings are conducted in a fair, efficient, and business-like manner. However, board members express no opinion regarding attendance and focus of board meetings, perhaps because there are two board members who have only been on the board for less than one year and board meetings are held quarterly. Also, in response to one of the open-ended questions, one board member indicated that he/she has only attended one meeting so far. As for frequency of meetings, one board member did note a concern with

the frequency of meetings. The respondent stated: “I don’t think 4 meetings a year is enough to do a good job at what we need to do.” The same respondent also suggested more frequent meetings.

Board Members’ Knowledge and Experience-

Based on results, it appears that Foundation Board members have the knowledge and experience to carry out their duties and responsibilities. Board members represent diverse backgrounds, experiences, interests, gender, and ethnicity and have sufficient knowledge of the institution and its programs and services. Also, 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. Respondents, however, had no opinion regarding board members’ understanding of the investment objectives and policies for the funds entrusted to the Foundation. Again, this could possibly be due to a lack of relevant information needed to form significant opinions.

Foundation Board/Board of Trustees Relations-

There is a positive relationship between the Foundation Board and the Board of Trustees. Respondents agree that there is a high level of cooperation between the two boards and that the Chairman of the Foundation Board keeps the Board of Trustees well informed.

Self-Evaluation-

Respondents had no opinion with respect to three of the four variables under this theme. Specifically, they had no opinion on the following: board participation in an annual self-evaluation process, periodic review of board policies, and standards and guidelines to evaluate the performance of any investment manager. As mentioned earlier, the lack of opinion could be due to a lack of relevant information. Respondents did, however, agree that the Foundation Board has an adequate process for the review of issues that will receive board action.

V. Recommendations

- Establish procedures to orient new Foundation Board members to their duties and responsibilities.
- Create a Foundation Board Membership Handbook to include information such as the Articles of Incorporation of the GCC Foundation, all Foundation policies, and BOT Policy 306 (Comprehensive Assessment of Instructional Programs, Student Services, Administrative Units and the Board of Trustees). The Foundation Board Membership Handbook should provide Board members with important information about their duties and responsibilities as well as information on the college mission, programs, and services.
- Schedule a Board retreat to discuss the information contained in the Foundation Board Membership Handbook.
- Require a quarterly report from the Assistant Director of Development and Alumni Relations to the Foundation Board. This report could be incorporated into the President's Report.
- Work with the Assistant Director of Communications and Promotions to increase media exposure of Foundation activities and successes.
- Implement a regular schedule for the review of board policies
- Members of the Foundation Board should attend college activities in order to connect with the college community.
- For future studies: (a) revise the FBAQ to exclude "no opinion" and adopt the 6-item Likert scale used in the BOT assessment instrument where 1=strongly disagree, 2=disagree, 3=slightly disagree, 4=slightly agree, 5=agree, and 6=strongly agree, (b) include *outside voices* (feedback from non-board members who participate in Foundation Board meetings and activities), and (c) supplement the data collection method used in this study by including focus group discussions with Foundation Board members.

APPENDIX A

GCC Foundation Board Assessment Questionnaire Guam Community College Program/Unit: Foundation Board

Description: In preparation for the WASC Accreditation Team Visit in _____, 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 _____. 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

Academic
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 excel volatility in market value from year to year.

Strongly Disagree	Disagree	No opinion	Agree	Strongly Agree
1	2	3	4	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 a 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.

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 of 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 keys 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 the 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 was the one or two success 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?

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