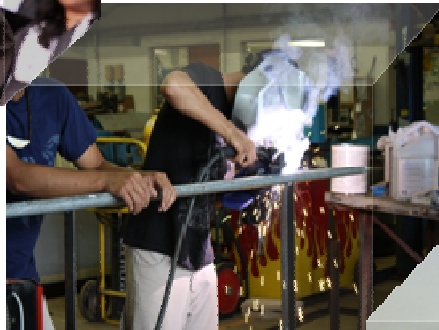


Foundation Board's Third Assessment Report

FALL 2010



This report was primarily written by Dr. Virginia Tudela, Assistant Director, Office of Assessment, Institutional Effectiveness & Research and Co-Chair of the Committee on College Assessment, GCC. Administrative assistance was provided by AIER personnel Priscilla Johns, Vangie Aguon, and Marlena Montague. Acknowledgement is also given to members of the GCC Foundation Board of Governors for their participation in this assessment study. Lourdes Bautista, the Board secretary, also provided additional assistance and support.

THIRD ASSESSMENT REPORT
GCC FOUNDATION BOARD
DECEMBER 2010

EXECUTIVE SUMMARY

Conducted as part of the College's ongoing comprehensive assessment initiative, this third Foundation Board assessment study follows the first assessment study administered in academic year 2005-2006 and the second study implemented in academic year 2007-2008.

This report identifies some 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 relate to Conduct of Meetings. In particular, Board meeting attendance, focus of Board meetings, and timeliness of Board meetings are areas in need of improvement. As for strengths, variables identified as strengths relate to Board Members' Knowledge & Experience, Board Responsibilities, Personal Conduct, and Foundation Board/Board of Trustees Relations. The Board's greatest strength is that its membership is representative of diverse backgrounds, experience, interests, gender, and ethnicity. Other strengths include: key decisions made by the Foundation Board are consistent with the mission of the organization; members respect the power of the Chair to speak for the Board as a whole; Board members are sensitive to the need to avoid even the appearance of conflicts of interests; members are always conscious that their demeanor is part of the College's public image; members honor divergent opinions; meetings are conducted in a fair, efficient, and business-like manner; meeting participants are able to speak their mind on key issues without fear of being ostracized; and the collective demeanor of the Foundation Board is poised and professional.

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

- Solicit input from Board members regarding the day and time that is most convenient for them to meet when developing a calendar of scheduled meetings
- Engage members' participation via teleconference, if it is difficult to make quorum
- Stress the importance of meeting attendance to all Board members. Inform prospective Board members of the expectation that they attend scheduled Board meetings. Include this expectation in a Foundation Board Membership Handbook.
- Provide electronic reminders of Board meetings (email calendar alerts)
- Include items on meeting agendas which focus not only on current concerns but also on planning for the future
- Whenever possible, the Foundation Board Chair should ensure that meetings are called to order at the designated time

THIRD ASSESSMENT REPORT
GCC FOUNDATION BOARD
DECEMBER 2010

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GUAM COMMUNITY COLLEGE FOUNDATION BOARD THIRD ASSESSMENT REPORT

I. Introduction

The purpose of this study is to gauge the effectiveness of Board functioning from the perspective of Foundation Board members and Foundation Board meeting participants. It was designed to provide them with an opportunity to review and assess the work of the Board through a systematic self-report process.

II. Objectives and Methodology

The objective of this study is to identify strengths and areas of growth and needed improvement in Board functioning. As part of the study, Foundation Board members and regular Board meeting participants were asked to complete a survey instrument called the *Foundation Board Assessment Questionnaire (FBAQ)* (Appendix A). The survey is divided into the following six themes: (1) Board Responsibilities; (2) Board Members' Knowledge and Experience; (3) Personal Conduct; (4) Conduct of Meetings; (5) Foundation Board/Board of Trustees Relations; and (6) Self-Evaluation. The same instrument was used in the second Foundation Board assessment study. The survey instrument consists of thirty seven multiple-choice questions and three open-ended questions designed to gather perceptions of Board functioning and effectiveness. The FBAQ was created using *Survey Monkey*¹, a free survey tool that enables users to create their own web-based surveys. The surveys were administered from November 1, 2010 to November 29, 2010. Nine Foundation Board members (*inside voices*) and five regular Board meeting participants (*outside voices*)² were provided a link to complete the FBAQ via *Survey Monkey*. Given the very special nature of the population, a total of nine

¹ AIER purchased an annual subscription to use Survey Monkey's professional plan on an annual basis.

² Regular Board meeting participants include several GCC administrators.

individuals completed the survey online. The survey response rate is 64%. The data collected from the FBAQ was the sole source of information for this study. It is, therefore, important that findings be viewed with this limitation.

Survey data was downloaded from *Survey Monkey* and was analyzed using Excel spreadsheets. Open-ended responses to the two survey instruments were used to validate quantitative data gathered from the surveys.

III. Results and Discussion

The following table provides a summary of the socio-demographic profile of the nine FBAQ respondents:

Table 1
Socio-demographic characteristics of FBAQ respondents (N=9)

Gender	Response Percent	Response Count
Female	44.4%	4
Male	55.6%	5
Background and experience		
Business & Finance	77.8%	7
Government Service	0.00%	0
Academic	22.2%	2
Length of participation in Foundation Board meetings and/or activities		
Less than one year	11.1%	1
1-5 years	77.8%	7
6-10 years	11.1%	1
11-15 years	0.0%	0
16 or more years	0.0%	0
Respondent Type³		
Foundation Board Member	55.6%	5
BOT Member	11.1%	1
GCC Administrator	44.4%	3
Government Representative	0.0%	0
Private Sector Representative	0.0%	0

³ A respondent selected more than one respondent type.

Of the nine respondents, more than half are *male* (55.6%) and 44.4% are *female*. More than three fourths of respondents have a *Business & Finance* (77.8%) background. The remaining two respondents (22.2%) possess an *academic* background. As for length of participation in Foundation Board meetings and/or activities, seven have between *1-5 years* of experience followed by one who has *less than one year* of experience and another who has *6-10 years* of experience. This information is supported by the *Foundation Board of Governors Tenure Listing* provided by the Board Secretary. According to this document, five Foundation Board members served continuously on the Foundation Board since the last assessment study was conducted. Four members assumed office after the *Foundation Board Second Assessment Report* was written. In terms of respondent type, five are identified as *Foundation Board Members* (55.6%), four are identified as *GCC Administrators* (44.4%), and one is identified as a *BOT Member* (11.1%)⁴.

Table 2 below provides the *mode*, *mean*, and *standard deviation* of each variable in the survey. As mentioned 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.

⁴ A respondent selected more than one respondent type.

Table 2

**FBAQ Respondents' MODAL RESPONSES, MEAN and STANDARD DEVIATION
on 37 Variables (N=9)**

	Mode , or most frequently occurring value on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=Strongly Agree	Mean , or the average of the value in all responses on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=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.	6.00	5.56	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.	6.00	5.56	0.73
The investment of Foundation assets (portfolio) are diversified both as a fixed income and equity holdings.	6.00	5.56	0.73
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.	6.00	5.22	0.97
The Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities.	6.00	5.11	0.93
The Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues.	5.00	5.33	0.71
The Foundation Board's key decisions are consistent with the mission of this organization.	6.00	5.89	0.33
The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the College.	6.00	5.56	0.53
The Foundation Board is proficient in carrying out fundraising activities to build endowment funds.	6.00	5.22	0.83
The Foundation Board effectively serves as a repository for capital construction funds.	6.00	5.44	0.73

	Mode , or most frequently occurring value on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=Strongly Agree	Mean , or the average of the value in all responses on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=Strongly Agree	Standard Deviation , or the measure of how widely values are dispersed from the mean or the average value
The Foundation Board is competent in managing investments (ex. Endowment funds) for the benefit of the College.	6.00	5.67	0.50
The Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs.	4.00	5.00	0.87
The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.	6.00	5.56	0.53
Board Members' Knowledge & Experience			
Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation.	5.00	5.33	0.71
Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity.	6.00	6.00	0.00
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.	6.00	5.67	0.50
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.	6.00	5.67	0.50
Personal Conduct			
There is a climate of mutual trust and support between and among Board members.	6.00	5.67	0.50
Foundation Board members respect the power of the Chair to speak for the Board as a whole.	6.00	5.89	0.33
Foundation Board members are always conscious that their demeanor is part of the College's public image.	6.00	5.78	0.44
Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interests.	6.00	5.89	0.33
Foundation Board members honor divergent opinions without being intimidated by them.	6.00	5.78	0.44
Conduct of Meetings			
All Foundation Board members attend scheduled Board meetings.	3.00	3.33	1.00
Foundation Board meetings begin on time.	5.00	4.11	1.05

	Mode , or most frequently occurring value on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=Strongly Agree	Mean , or the average of the value in all responses on a scale of 1 to 6 where 1=Strongly Disagree, 2=Moderately Disagree, 3=Slightly Disagree, 4=Slightly Agree, 5=Moderately Agree, and 6=Strongly Agree	Standard Deviation , or the measure of how widely values are dispersed from the mean or the average value
The number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues.	4.00	5.00	1.00
Foundation Board meetings tend to focus more on current concerns than on preparing for the future.	4.00	3.11	1.36
Board meetings are conducted in a fair, efficient, and business-like manner.	6.00	5.78	0.44
I am able to speak my mind on key issues without fear that I will be ostracized by some members of the Board.	6.00	5.78	0.44
The collective demeanor of the Foundation Board is poised and professional.	6.00	5.78	0.44
Foundation Board members are able to disagree without being disagreeable.	6.00	5.56	0.53
The Foundation Board welcomes participation by members of the community at appropriate times designated on the agenda.	6.00	5.56	0.73
Foundation Board/Board of Trustees Relations			
There is a high level of cooperation between the Foundation Board and the Board of Trustees.	6.00	5.56	0.53
The Chairman of the Foundation Board keeps the Board of Trustees well informed.	6.00	5.56	0.53
Self-Evaluation			
The Foundation has clear standards and guidelines to evaluate the performance of any investment manager.	6.00	5.11	1.05
The Board participates in a self-evaluation process on a regular basis.	6.00	5.00	1.12
The Foundation Board has an adequate process for the review of issues that will receive Board action.	6.00	5.22	0.83
The Foundation Board conducts periodic review of its own policies.	4.00	5.00	1.00

In the area of **Board Responsibilities**, respondents *moderately agree* with the following: the Foundation Board's key decisions are consistent with the mission of this organization (mean 5.89, s.d. 0.33); the Foundation Board is competent in managing investments (ex. Endowment funds) for the benefit of the College (mean 5.67, s.d. 0.50); the Foundation Board ensures that Foundation assets are protected from excess volatility in market value from year-to-year (mean 5.56, s.d. 0.53); the Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the College (mean 5.56, s.d. 0.53); and the Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon (mean 5.56, s.d. 0.53).

Respondents also *moderately agree* with the following items: 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 (mean 5.22, s.d. 0.97); the Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities (mean 5.11, s.d. 0.93); the Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs (mean 5.00, s.d. 0.87); the Foundation Board is proficient in carrying out fundraising activities to build endowment funds (mean 5.22, s.d. 0.83); 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 (mean 5.56, s.d. 0.73); the investment of Foundation assets (portfolio) are diversified both as a fixed income and equity holdings (mean 5.56, s.d. 0.73); the Foundation Board effectively serves as a repository for capital construction funds (mean 5.44, s.d. 0.73); and the Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues (mean 5.33, s.d.

0.71). The standard deviations of these items are rather high (ranging from 0.71 to 0.97), which means that there is a slight divergence of perception among respondents:

There have been several improvements in the area of **Board Responsibilities** since the last assessment study was conducted. In particular, in the second assessment study, respondents indicated that they had *no opinion* regarding the following: the Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities; the Foundation Board is proficient in carrying out fundraising activities to build endowment funds; the Foundation Board effectively serves as a repository for capital construction funds; and the Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs. In the current study, respondents *moderately agree* with these statements. Furthermore, in the second assessment study, respondents *slightly agree* that the Foundation is competent in managing investments for the benefit of the College. In the current study, respondents *moderately agree* with this.

As for **Board Members' Knowledge & Experience**, all nine respondents *strongly agree* that the Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity (mean 6.00, s.d. 0.00). They *moderately agree* that the leadership of the Foundation Board goes out of its way to make sure that all members have the same information on important issues (mean 5.67, s.d. 0.50) and 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 (mean 5.67, s.d. 0.50). Furthermore, they *moderately agree* that Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation (mean 5.33, s.d. 0.71). The standard deviation, however, reveals a slight difference of opinion among respondents.

Compared to the second assessment study, an improvement was made in the area of Foundation Board members' understanding of the investment objectives and policies for funds entrusted to the Foundation. In the last study, respondents had *no opinion* regarding this. In the current study, respondents *moderately agree* that members have a clear understanding of the investment objectives and policies for funds entrusted to the Foundation. Another area of improvement was in Board member representation. In the second assessment study, respondents *agreed* that Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity. In the current study, respondents *strongly agree* with this.

In terms of **Personal Conduct**, respondents *moderately agree* with all items under this theme. They *moderately agree* that Foundation Board members respect the power of the Chair to speak for the Board as a whole (mean 5.89, s.d. 0.33); Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interests (mean 5.89, s.d.0.33); Foundation Board members are always conscious that their demeanor is part of the College's public image (mean 5.78, s.d. 0.44); Foundation Board members honor divergent opinions without being intimidated by them (mean 5.78, s.d. 0.44); and there is a climate of mutual trust and support between and among Board members (mean 5.67, s.d. 0.50).

In relation to **Conduct of Meetings**, respondents *moderately agree* that Board meetings are conducted in a fair, efficient, and business-like manner (mean 5.78, s.d. 0.44); meeting participants are able to speak their mind without fear that they will be ostracized by some members of the Board (mean 5.78, s.d. 0.44); the collective demeanor of the Foundation Board is poised and professional (mean 5.78, s.d. 0.44); and Foundation Board members are able to disagree without being disagreeable (mean 5.56, s.d. 0.53). Although respondents also *moderately agree* that the Foundation Board welcomes participation by members of the

community at appropriate times designated on the agenda (mean 5.56, s.d. 0.73), the standard deviation is slightly higher. This is also the case for the number and frequency of Foundation Board meetings allowing enough time for responsible discussion and resolution of key issues (mean 5.00, s.d. 1.00). Respondents *slightly agree* that Foundation Board meetings begin on time (mean 4.11, s.d. 1.05). The standard deviation shows a difference of opinion among respondents. Additionally, respondents *slightly disagree* that all Foundation Board members attend scheduled Board meetings (mean 3.33, s.d. 1.00) and Foundation Board meetings tend to focus more on current concerns than on preparing for the future (3.11, s.d. 1.36). Again, the high standard deviations for these two items reveal a divergence of respondent perceptions.

In comparison to the second Foundation Board assessment study, there are several areas that continue to be challenging. In the second study, respondents had *no opinion* regarding Board member attendance at scheduled Board meetings and the focus of Board meetings. In the current study, respondents *slightly disagree* that all Foundation Board members attend scheduled Board meetings and Foundation Board meetings tend to focus more on current concerns than on preparing for the future. Moreover, in the second assessment study, respondents *agreed* that Foundation Board meetings begin on time. In the current study, respondents *slightly agree* with this.

Regarding **Foundation Board/Board of Trustees Relations**, respondents *moderately agree* that there is a high level of cooperation between the Foundation Board and the Board of Trustees (mean 5.56, s.d. 0.53) and the Chairman of the Foundation Board keeps the Board of Trustees well informed (mean 5.56, s.d. 0.53).

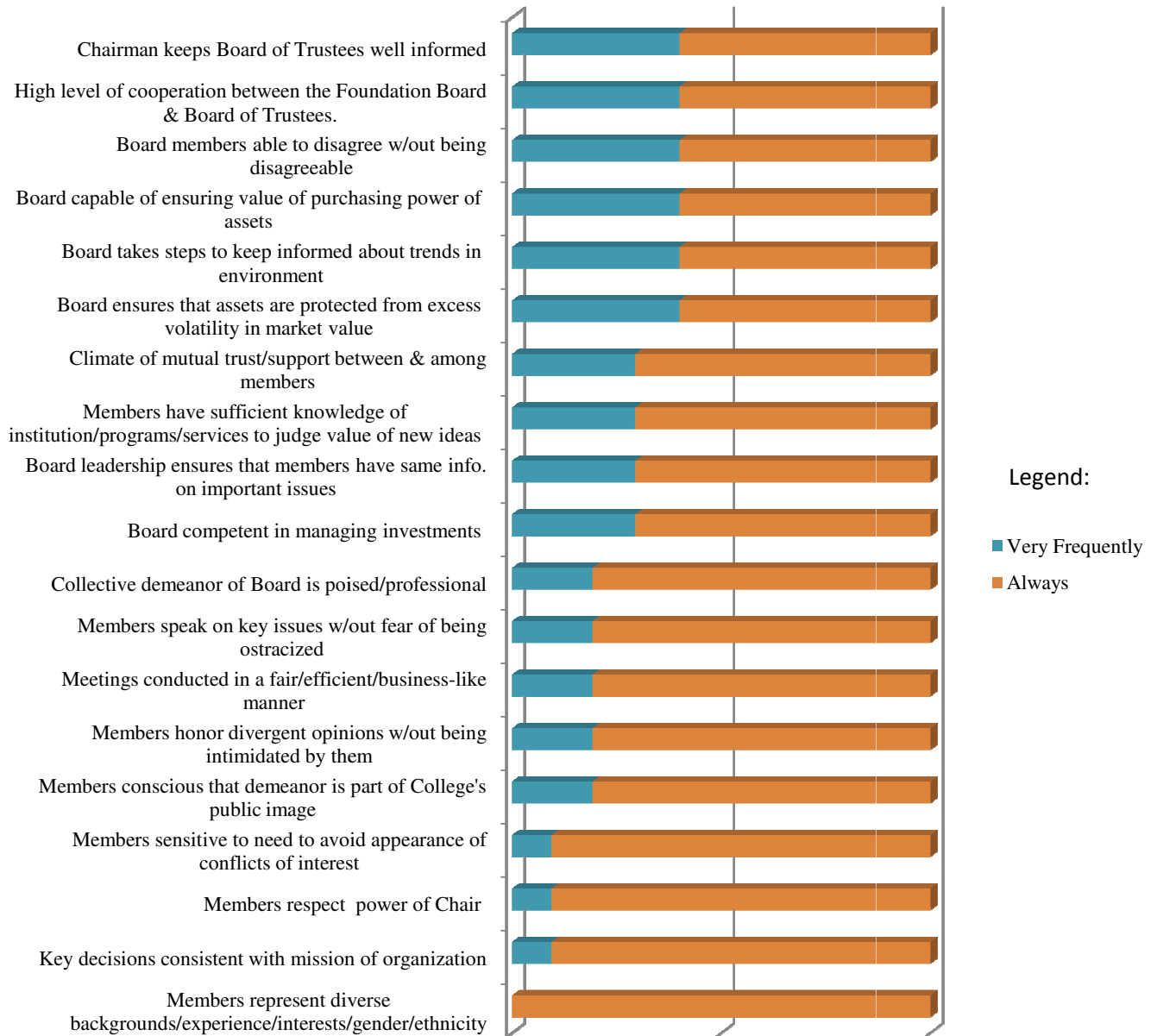
As for **Self-Evaluation**, respondents *moderately agree* with all four items under this theme. Specifically, they *moderately agree* that the Foundation Board has an adequate process for the review of issues that will receive Board action (mean 5.22, s.d. 0.83); the Foundation has clear standards and guidelines to evaluate the performance of any investment manager (mean 5.11, s.d. 1.05); the Board participates in a self-evaluation process on a regular basis (mean 5.00, s.d. 1.12); and the Foundation Board conducts periodic review of its own policies (mean 5.00, s.d. 1.00). The standard deviation for each item however, is rather high, thus revealing a divergence in respondent perceptions.

Improvements have been made in the area of **Self-Evaluation** since the last assessment study. In the second assessment study, respondents expressed *no opinion* with respect to the following: the Foundation has clear standards and guidelines to evaluate the performance of any investment manager; the Board participates in a self-evaluation process on a regular basis; and the Foundation Board conducts periodic review of its own policies. In the current study, respondents *moderately agree* with these statements.

As shown in Figure 1, there are nineteen variables identified as **strengths** in Board functioning. These variables have the highest mean scores with standard deviations of 0.53 or less.

Figure 1

Perceived **areas of strength** in Board functioning among FBAQ respondents, as indicated by raw frequencies of 19 variables with the **highest** mean scores (N=9)



The variables identified as **strengths** fall under the following themes:

Board Members' Knowledge & Experience:

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

Board Responsibilities:

- The Foundation Board's key decisions are consistent with the mission of this organization.
- The Foundation Board is competent in managing investments (ex. endowment funds) for the benefit of the College.
- The Foundation Board ensures that Foundation assets are protected from excess volatility in market value from year-to-year.
- The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the College.
- The Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.

Personal Conduct:

- Foundation Board members respect the power of the Chair to speak for the Board as a whole.
- Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interest.
- Foundation Board members are always conscious that their demeanor is part of the College's public image.
- Foundation Board members honor divergent opinions without being intimidated by them.
- There is a climate of mutual trust and support between and among Board members.

Foundation Board/Board of Trustees Relations:

- There is a high level of cooperation between the Foundation Board and the Board of Trustees.
- The Chairman of the Foundation Board keeps the Board of Trustees well informed.

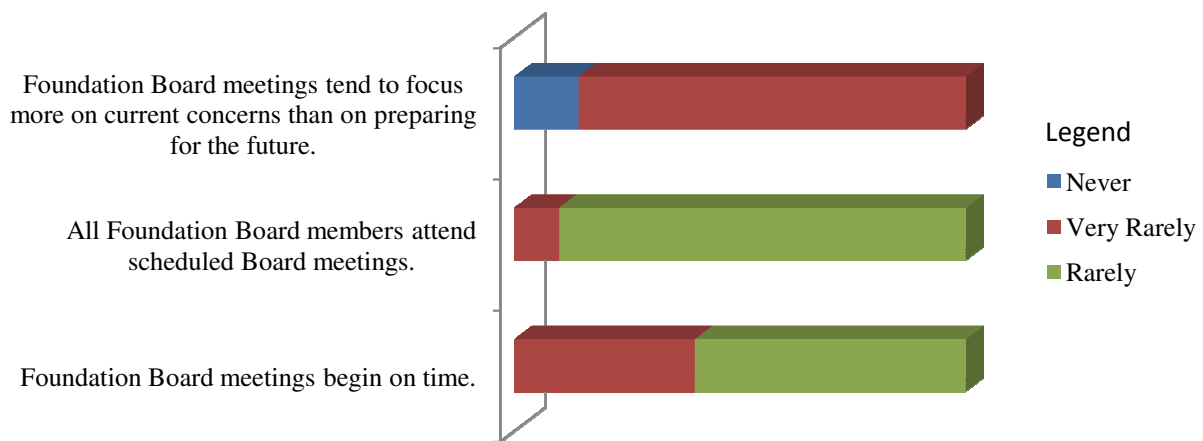
Conduct of Meetings:

- Board meetings are conducted in a fair, efficient, and business-like manner.
- I am able to speak my mind on key issues without fear that I will be ostracized by some members of the Board.
- The collective demeanor of the Foundation Board is poised and professional.
- Foundation Board members are able to disagree without being disagreeable.

Figure 2 identifies three **areas of growth and needed improvement** in Board functioning as indicated by the frequencies of three FBAQ variables with the **lowest** mean (n=9). The mean scores range from 3.11 to 4.11 (on a scale of 1 to 6).

Figure 2

Perceived **areas of growth and needed improvement** in Board functioning as indicated by raw frequencies of 3 FBAQ variables with the **lowest** mean scores (N=9)



The variables identified as **areas of growth and needed improvement** relate to Conduct **of Meetings**. Specifically, respondents *slightly disagree* that all Foundation Board members attend Board meetings and Foundation Board meetings tend to focus more on current concerns than on preparing for the future. Respondents *slightly agree* that Foundation Board meetings begin on time.

All **areas of growth and needed improvement** have standard deviations above 1.00. Standard deviations range from 1.00 to 1.36. The variable with the highest standard deviation is the focus of Foundation Board meetings more on current concerns than on preparing for the future. As mentioned earlier, variables with high standard deviations reveal a wider divergence of respondent perceptions. Consequently, these areas need to be addressed.

In the second assessment study, respondents expressed *no opinion* with respect to ten variables. These variables were identified as **areas of growth and needed improvement** and fell under the themes of **Board Responsibilities, Board Members' Knowledge & Experience, Conduct of Meetings, and Self-Evaluation**. In the current study, respondents *moderately agree* with eight of these variables: the Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities; the Foundation Board is proficient in carrying out fundraising activities to build endowment funds; the Foundation Board effectively serves as a repository for capital construction funds; the Foundation Board efficiently solicits property to assist the College in its activities/programs; Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation; the Foundation has clear standards and guidelines to evaluate the performance of any investment manager; the Board participates in a self-evaluation process on a regular basis; and the Foundation Board conducts periodic review of its own policies. The two variables that continue to be an issue since the last assessment study are attendance at Board meetings and focus of meetings being more on current concerns than on preparing for the future.

IV. Conclusion

By identifying **areas of strengths and weaknesses**, this assessment study seeks to improve Board functioning and to promote accountability. The following is a summary of the strengths and weaknesses identified by this study organized under themes:

Board Members' Knowledge & Experience:

All respondents feel that Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity. The leadership of the Foundation Board is perceived

as typically going out of its way to make sure that all members have the same information on important issues and 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. Although respondents feel that Foundation Board members have a clear understanding of the investment objectives and policies for the funds entrusted to the Foundation, the standard deviation of responses (0.71) reveals a divergence of perceptions.

Board Responsibilities:

The Foundation Board is perceived as competent in ensuring that Foundation assets are protected from excess volatility in market value from year-to-year; that the Foundation Board's key decisions are consistent with the mission of the College; that the Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the College; that the Foundation Board is competent in managing investments for the benefit of the College; and that the Foundation Board is capable of ensuring that the value of purchasing power of Foundation assets is maintained and increased over the investment horizon.

Respondents also reported that Foundation Board is capable of achieving 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; the investment of Foundation assets are diversified both as a fixed income and equity holdings; 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; that the Foundation Board has an established procedure to orient new members to the institution and to their duties and responsibilities; the Foundation Board makes explicit use of the long-range priorities of this organization in dealing with current issues; the Foundation Board is

proficient in carrying out fundraising activities to build endowment funds; the Foundation Board effectively serves as a repository for capital construction funds; and the Foundation Board efficiently solicits property to assist the Guam Community College in its activities/programs. The standard deviations for these variables, however, range from 0.71 to 0.97. Therefore, the Foundation Board should examine these variables because of the differences in opinion expressed by respondents.

Personal Conduct:

Survey results reveal that there is a climate of mutual trust and support between and among Board members; Foundation Board members respect the power of the Chair to speak for the Board as a whole; Foundation Board members are always conscious that their demeanor is part of the College's public image; Foundation Board members are sensitive to the need to avoid even the appearance of conflicts of interests; and Foundation Board members honor divergent opinions without being intimidated by them.

Conduct of Meetings:

The manner in which Board meetings are conducted is viewed positively. Results show that Board meetings are conducted in a fair, efficient, and business-like manner; members are able to speak their mind on key issues without fear of being ostracized by some members of the Board; the collective demeanor of the Foundation Board is poised and professional; and Foundation Board members are able to disagree without being disagreeable. Although respondents feel that the number and frequency of Foundation Board meetings allow enough time for responsible discussion and resolution of key issues and the Foundation Board welcomes participation by members of the community at appropriate times designated on the agenda, the

standard deviation for these variables are somewhat high. Areas that could be improved are attendance at scheduled Board meetings; focus of Board meetings on preparing for the future; and the timeliness of Board meetings.

In response to the survey question “What particular shortcomings do you see in the Board’s organization or performance that needs attention?” one respondent wrote “regular absenteeism by some members.” Another respondent wrote “Difficulty in getting a quorum has resulted in cancelled meetings.” A third respondent cited “attendance in meetings” as a shortcoming and an area in need of improvement. When asked “What areas of improvement would you suggest?” one respondent wrote “Meeting dates should be made to be at the same time and day of the month. This way, planning for attendance can be done well in advance.” A second respondent wrote “choose members who will commit to attend board meetings regularly.” A third respondent wrote “Formulate an attendance policy that will be strictly implemented.” Another suggestion for improvement that was made by a respondent is “more frequency of meetings perhaps monthly.”

Foundation Board/Board of Trustees Relations:

According to survey results, there is a high level of cooperation between the Foundation Board and the Board of Trustees and the Chairman of the Foundation Board keeps the Board of Trustees well informed.

Self-Evaluation:

Survey results show *moderate agreement* that the Foundation has clear standards and guidelines to evaluate the performance of any investment manager; the Board participates in a self-evaluation process on a regular basis; the Foundation Board has an adequate process for the

review of issues that will receive Board action; and the Foundation conducts periodic review of its own policies. The standard deviations related to these statements, however, range from 0.83 to 1.12, revealing a divergence in perceptions among respondents.

V. Recommendations

Based on the findings, the following recommendations are made:

- Solicit input from Board members regarding the day and time that is most convenient for them to meet when developing a calendar of scheduled meetings
- Engage members' participation via teleconference, if it is difficult to make quorum
- Stress the importance of meeting attendance to all Board members. Inform prospective Board members of the expectation that they attend scheduled Board meetings. Include this expectation in a Foundation Board Membership Handbook.
- Provide electronic reminders of Board meetings (email calendar alerts)
- Include items on meeting agendas which focus not only on current concerns but also on planning for the future
- Whenever possible, the Foundation Board Chair should ensure that meetings are called to order at the designated time

Appendix A

Survey Overview

October 2010

Dear 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. All responses are confidential.

Your voice is of critical importance to the College's assessment initiative. Please complete the survey on or before November 1, 2010.

Thank you,

Assessment, Institutional Effectiveness, and Research (AIER) Office

Demographic Information

1. Please indicate whether you are male or female.

☐ Female

☐ Male

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

☐ Business & Finance

☐ Government Service

☐ Academic

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

☐ Less than one year

☐ 1-5 years

☐ 6-10 years

☐ 11-15 years

☐ 16 or more years

4. You would describe yourself as a/an:

☐ Foundation Board Member

☐ BOT Member

☐ GCC Administrator

☐ Government Representative

☐ Private Sector Representative

Board Responsibilities

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

6. 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
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

7. The investment of Foundation assets (portfolio) are diversified both as a fixed income and equity holdings.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

8. 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
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

12. The Foundation Board takes regular steps to keep informed about important trends in the larger environment that might affect the College.

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

13. The Foundation Board is proficient in carrying out fundraising activities to build endowment funds.

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

14. The Foundation Board effectively serves as a repository for capital construction funds.

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

15. The Foundation Board is competent in managing investments (ex. Endowment funds) for the benefit of the College.

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

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

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

17. 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

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

Board Members' Knowledge & Experience

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

19. Foundation Board members represent diverse backgrounds, experience, interests, gender, and ethnicity.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

20. 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
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

21. 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.

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

Personal Conduct

22. There is a climate of mutual trust and support between and among board members.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

23. Foundation Board members respect the power of the Chair to speak for the Board as a whole.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

24. Foundation Board members are always conscious that their demeanor is part of the College's public image.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

Conduct of Meetings

27. All Foundation Board members attend scheduled Board meetings.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

28. Foundation Board meetings begin on time.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

☐ Strongly Disagree

☐ Moderately Disagree

☐ Slightly Disagree

☐ Slightly Agree

☐ Moderately Agree

☐ Strongly Agree

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
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

Self-Evaluation

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

39. The Board participates in a self-evaluation process on a regular basis.

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

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

- ☐ Strongly Disagree
- ☐ Moderately Disagree
- ☐ Slightly Disagree
- ☐ Slightly Agree
- ☐ Moderately Agree
- ☐ Strongly Agree

Open-Ended Questions

42. What was the one or two success(es) 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?

Thank you for completing the survey!