

ADDRESSING TEAM
RECOMMENDATIONS
AND ACTIONABLE
IMPROVEMENT PLANS
(AIPS)

Standard 3

Introduction

Standard III focuses on the human, physical, technology, and financial resources the College utilizes to achieve its broad educational purposes, included stated learning outcomes, and to improve institutional effectiveness.

The following are the status updates of the Actionable Improvement Plans that were identified in the ISER and recommendations from the Accreditation Team during their evaluation of the College in March 2012 relevant to Standard III for reporting period spring 2013.

Team Recommendation

1. **The College reviews its resource allocation to the MIS area to ensure that there are sufficient funds to provide training, maintenance, equipment and software support and to implement its technology plan.**

Action Taken: The annual budget allocation, as extracted from BANNER budget system, for MIS for FY12-13 is \$2,216,893.49.¹ This amount is meant to cover salaries, benefits, contractual services, supplies and materials, equipment, and capital outlay. Sources for funding include Fund 01, 05, 11, 12, the Technology Fee and Title III. Because of the fiscal reality of Government of Guam finances, GCC has received only 70% of its budgeted allotment for this fiscal year.² Considering the limited funding from all the sources, GCC implemented and upgraded components of the Technology Plan; maintained its Integrated Database Management System or BANNER and Luminis for Students, Finance, Financial Aid, Human Resources, Payroll, Advancement, and MyGCC Portal and e-Mail, Information Systems. This massive data sensitive component of GCC information systems operations comprises GCC's Enterprise Resource Planning (ERP) system and consists of a Self Service tool for both employees and students. To support the need for continuous training and support of its ERP, GCC procured contracts for Professional and Technical Services to address the needs of its labs, networks, Internet bandwidth, and facilities.³

The college recognizes the need to implement a true Help Desk and a Redundant Network and Systems. This Continuity of Operations (COOP) will address IT issues for disaster recovery. Plans for constructing a Data Center are being addressed.

¹ [Board of Trustees November 28, 2012 Meeting Agenda and October 10, 2012 Meeting Minutes](#)

² [Financial Resources](#)

³ [Technology Resources](#)

Technology fees and MIS Resource Allocations are used to procure generators, routers, switches, firewalls, UPS, and related licenses of software and systems tools, and virtualized its ERP servers on a blade platform to provide a unified, secure, efficient, and reliable IT infrastructure.

GCC has procured a Mac server, Mac computers, and software for Mac systems' imaging. Both PC and MAC standards are incorporated into bid PC specifications approved by CTC. To remain current in technology, MIS has started the upgrade of labs 3 years old or older, according to replacement cycle data. GCC MIS works to upgrade projects for its ERP to improve system performance, reliability, and integrity, to include the implementation of a Campus Wireless Network for Internet access as well as upgrades of the Colleges internet bandwidth total capacity of 100Mps.⁴

In November 5, 2012, GCC's Foundation Building was reopened complete with new classrooms, the Adult Education Office, a bookstore, and a coffee shop. Through grants and CIP (Capital Improvement Projects) funds, MIS fitted the building with new labs, networking conduits, fiber optic and cable cables, communication rooms, smart boards, multimedia projectors, audio/video systems, and power requirements such as line conditioning, generators.

Below are the figures for total resource allocations to MIS for operations and upgrades covering periods FY11 to FY13.

MIS TOTALS	FY10-11	FY11-12	FY12-13
Salaries - Full-Time	441,970.56	420,543.87	438,644.00
Benefits	139,691.85	162,264.57	177,552.73
Contractual Services	310,690	194,332	1,054,713
Supplies and Materials	24,129	30,549	184,768
Equipment - Non Capital	22,850	3,580	5,000

⁴ [Management Information Systems Email Correspondence](#)

MIS TOTALS	FY10-11	FY11-12	FY12-13
Equipment - IT Non Capital	22,370	36,623	10,000
Capital Outlay – Vehicle	-	-	24,900
Capital Outlay - Equipment – IT	131,324	278,406	146,316
Capital Outlay - Integrated System	201,239	29	175,000
Annual Budget Totals:	1,294,264.17	1,126,328.56	2,216,893.49

Status: Ongoing. Title III grant funding for the support of the college’s ERP system has been exhausted. This continuous activity faces constant challenges of finite funding sources in a fluid, transforming technological environment.

Next Step: Budget for FY13 -14 MIS operations, update on technology plan.

Actionable Improvement Plan (AIP): Human Resources

1. **Review and revise the performance evaluation tool for staff to improve and enhance the performance evaluation process. (Standard 3.A1b)**

Action Taken: A Performance Evaluation Training was conducted on February 22, 2013 during the Staff and Administrator’s Professional Development Day. A survey was conducted to see how the staff evaluation tool can be improved. The survey results recommend additional training and longer period of time for training.⁵

Considerations and limitations on progress on this issue follows. Revisions to the current evaluation methods are difficult due to Hay Study implementation and the antiquated compensation structure of the Government of Guam. Performance evaluations are subject to GCC’s Classified Personnel Rules and Regulations of the Government of Guam, (which mirrors the Guam Department of Administration Rules and Regulations)

⁵ [Human Resources Email Correspondence](#)

and has been approved by Executive Order. Limited funding has hampered progress to implement changes.⁶

Status: Ongoing

Next Step: HR and Staff Senate (established in May 2012), need to address and force plan implementation and adhere to survey results and schedule for additional training for staff and evaluators.

2. Evaluate and amend periodically the Code of Ethics Policy for all GCC constituents (including the Board) to align processes and procedures, as necessary and appropriate. (3A1d)

Action Taken: As noted in the ISER, the Committee of Faculty Ethics adopted procedures for handling complaints of violations of faculty ethics in March, 2008. In addition, the Board of Trustees created its own Code of Trustees Ethics and Conduct Policy, which was reviewed and re-adopted in 2008. Through BOT Resolution 6-2008, the Body approved the Code of Ethics Policy for all GCC employees to further reinforce and cover subjects such as collegiality, conflict of interest, confidentiality, use of resources, abuse of power and professionalism.⁷

On January 2013, all GCC's Board of Trustees' policies and procedures will be undergoing review as part of the governance process. The Code of Ethics Policy has yet to be reviewed.

Status: Ongoing.

Next Step: Campus wide discussion for all GCC constituents on professional ethics and conduct and incorporated with BOT scheduled review and update of Code of Ethics Policy.

3. Consider backing up all employee records electronically and stored off-campus for additional security. (3A3b)

Action Taken: HR has been diligently working on getting all "official" documentation for active fulltime employees, scanned, back-up and updated. HR's goal was 80% but due to logistical challenges, they are currently at 5% completion of scanning pertinent material into BANNER.⁸

⁶ [Human Resources Email Correspondence](#)

⁷ [Board of Trustees November 28, 2012 Meeting Agenda and October 10, 2012 Meeting Minutes](#)

⁸ [Human Resources Email Correspondence](#)

HR hired a new Personnel Assistant who started on February 25, 2013.⁹ She will assume the main role of scanning HR documents and uploading information into BANNER. However, a dedicated scanner is necessary to complete this project and deemed not to be financially feasible at this time. It is recommended by HR Administrator and VP for Finance and Administration that a dedicated scanner be purchased and shared among those divisions that will have heavy use for the BANNER Document Management System (BDMS).

Status: Ongoing

Next Step: Follow up on status of scanner purchase.

4. HR advertise or consider advertising faculty positions within Micronesia to recruit faculty of Micronesia descent to contribute to the diversity profile of GCC Faculty. (3A4b)

Action Taken: GCC's faculty is diverse and somewhat reflects the composition of its student population. However, according to GCC Fact Book, the Micronesian student enrollment, vis-à-vis students from the Federated States of Micronesia, Palau, and Marshall Islands, make up 10% of our enrollment. Yet, GCC has not employed any faculty from this specific region.¹⁰

HR has been very proactive in posting job announcements on GCC's website. This effective tool is cost effective for the College but may not be efficient in reaching areas where internet access is limited.

Status: On-going

Next Step: GCC HR should make efforts to advertise and actively recruit in outlying Micronesian areas. GCC should utilize its professional network in and around Guam and the region to advertise faculty job vacancies.

Actionable Improvement Plan (AIP): Standard III C – Technology Resources

5. Develop training standards with MIS personnel for new emergent technologies as documented in the ITSP. (3C1)

Action Taken: GCC has entered into a Technical Professional contract with Tech Proven which replaced Ellucian (formerly Sungard Higher Education or SGHE). This agreement specifies that Tech Proven will provide the technical expertise for the BANNER integrated system that is not available internally at this time.¹¹

⁹ [Personnel Assistant Job Announcement](#)

¹⁰ [Human Resources Email Correspondence](#)

¹¹ [Technology Resources](#)

It is noted that developing standard training for MIS personnel is especially challenging. The emerging technologies often occur quicker than can be grasp by tech specialists, while concurrently maintaining, upgrading, and troubleshooting the numerous computers and technology equipment found in classrooms, labs, and offices.

Professional development funding has been available for training. However, MIS faces challenges in acquiring funds for training. This limited funding source is competitive and serves to accommodate all training priorities for GCC staff and administrators.

Status: On going

Next Step: MIS develop and update training standards in support of GCC's technology infrastructure and other emerging technology.

- 6. Increase the availability of technology training for all college constituents so that they become familiar in the latest instructional technologies that would gradually lead toward an expanded DE program. (3C1B)**

Action Taken: Academic Technologies, Human Resources, and MIS, share the responsibility of insuring that college constituents become familiar, comfortable and proficient in the latest instructional technologies, to include teaching via the internet. Academic Technology's role is to plan and provide training for the College. HR's responsibility in this process is to allocate the necessary resources to provide vital training in order to optimize the tools that technology offers. MIS crucial involvement insures that the actual technology is in place and fully operational for training, implementation, and usage.

The expansion of our Distance Education (DE) is an area that GCC, like most post-secondary educational institutions, must not ignore as a viable and progressive way to provide instruction to our students. GCC's ITSP remains integral in the DE discussion. In August, 2012, the College submitted a grant application, *Feasibility Study Strategic Plan on Distance Education Rural Business Opportunity Grant – CFDA#10.77*, to fund a cost and needs analyses to determine if integration of DE into the curriculum.¹²

In Fall, 2012, nine "Tech Friday" sessions were conducted. Technology training was offered on September 7th, 14th, 21st, and 28th; training continued on October 5th, 12th, and 26th. Topics were: iPads in the classroom, Grade Keeper & ExamView, Getting Big Results Out of Your Small Camera Phones, Technology for Classroom Instruction that

¹² [Technology Resources](#)

Works, 3M Over-the –Whiteboard Projection System, Windows7 Tips, Create Classroom Web Surveys, and Take Advantage of the Apps that Come with Your Mac.¹³

Status: Ongoing

Next Step: Follow up on grant application, *Feasibility Study Strategic Plan on Distance Education Rural Business Opportunity Grant – CFDA # 10.773*.

Actionable Improvement Plan (AIP): Standard III D – Financial Resources

7. 3D2f. Re-evaluate the College’s contract instrument to see if it can be strengthened or improved.

Action Taken: It is prudent during this current budget shortfall, GCC take careful and judicious measures when entering contract agreements. All contracts must protect the investment and interest of the College. Therefore, the College, specifically Materials Management must be diligent and astute during the complete procurement process, from the initial outlining of contract specifications, to bidding, to reviewing bids, to awarding contracts, to managing contracts, and closing out contracts. This process is meticulously followed to avoid costly and time-consuming protests that may get filed due to loosely written proposals. Contracts must include a warranty clause, a penalty clause if projects or services are not completed in a timely manner. Also, contracts may outline the specific duties and responsibilities of involved parties.¹⁴

Material Management is currently using standard contract documents that have been reviewed and evaluated to make sure that all requirements such as, sex offender registry, terms, insurance requirements, and other clauses respective to specific bid or requests for quotes are submitted in accordance with provisions of the Government of Guam and the College’s procurement practices. GCC Material Management works with the Attorney General who assigns a special attorney general to work on our behalf to insure that contracts are reviewed thoroughly and signed in a timely matter.¹⁵

Status: Ongoing.

Next Step: Follow up, per ISER, on any amendments and improvements to standard operating procedure (SOP) for writing and executing contractual agreements, the addition of definition page for all the technical verbiage or performance-related words, and lastly, legal counsel signature for certification.

¹³ [Technology Training Flyer](#)

¹⁴ [Technology Resources](#)

¹⁵ [Financial Resources](#)

STANDARD 3 – EVIDENCE DIRECTORY

1. [Board of Trustees November 28, 2012 Meeting Agenda and October 10, 2012 Meeting Minutes](#)
2. [Financial Resources](#)
3. [Technology Resources](#)
4. [Management Information Systems Email Correspondence](#)
5. [Human Resources Email Correspondence](#)
6. [Human Resources Email Correspondence](#)
7. [Board of Trustees November 28, 2012 Meeting Agenda and October 10, 2012 Meeting Minutes](#)
8. [Human Resources Email Correspondence](#)
9. [Personnel Assistant Job Announcement](#)
10. [Human Resources Email Correspondence](#)
11. [Technology Resources](#)
12. [Technology Resources](#)
13. [Technology Training Flyer](#)
14. [Technology Resources](#)
15. [Financial Resources](#)