

President's Performance Appraisal Report

2015 Key Findings

Office of Assessment, Institutional Effectiveness and Research (AIER)

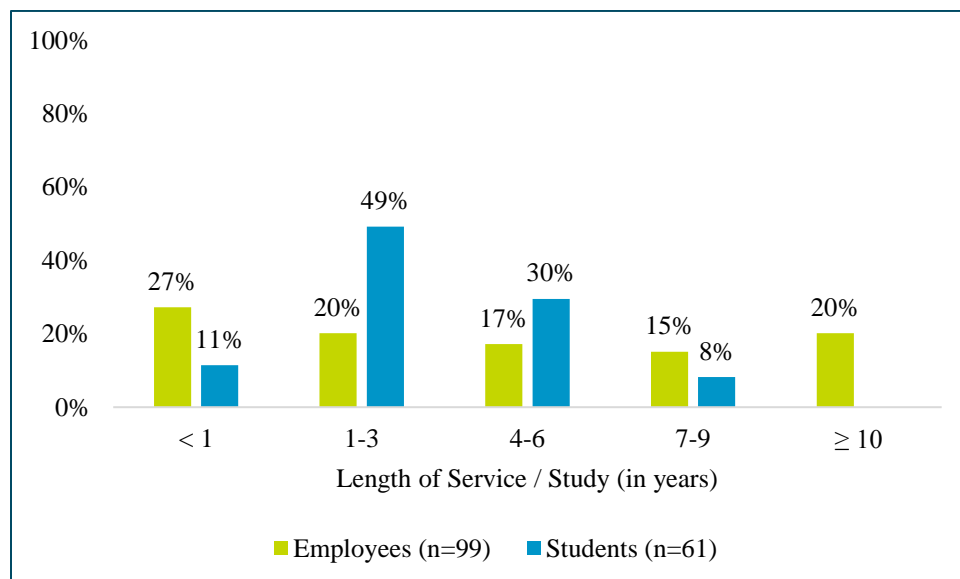
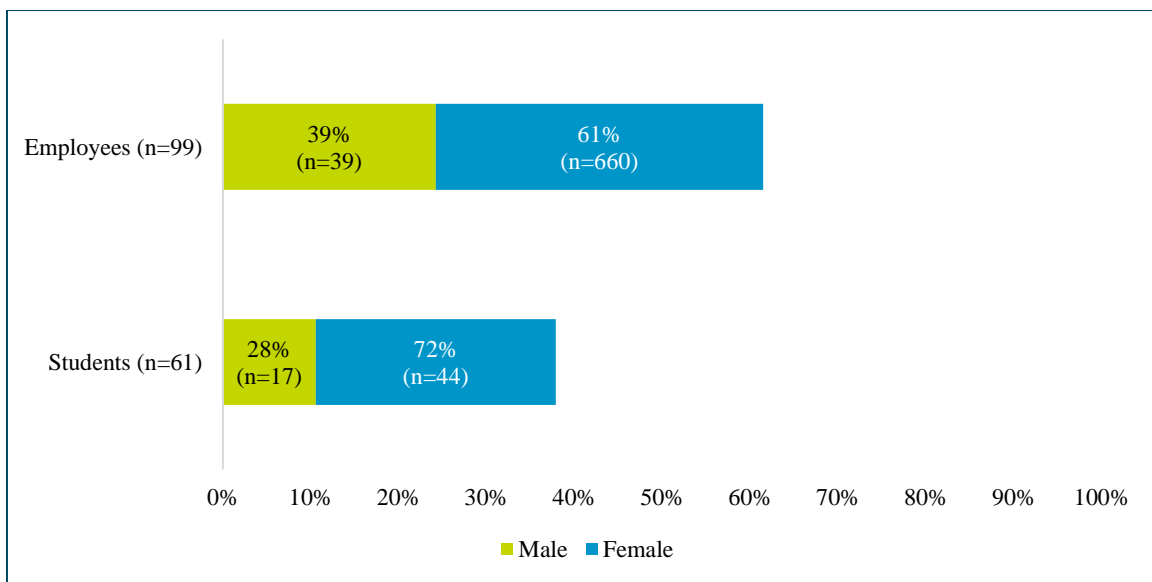
About the President's Performance Appraisal Survey

The President's Performance Appraisal Survey (PPAS) is administered to members of the Board of Trustees, faculty, staff, administrators, and students. The PPAS aims to (1) obtain information from GCC constituents regarding their perceptions of the President's performance as an administrator, (2) assess the President's performance in terms of the four Administrative Unit Outcomes identified in the President's/CEO's Assessment Plan, and (3) gather information about GCC constituents' perceptions of the President's strengths and areas of improvement.

Survey Respondent Demographics

Employee and Students

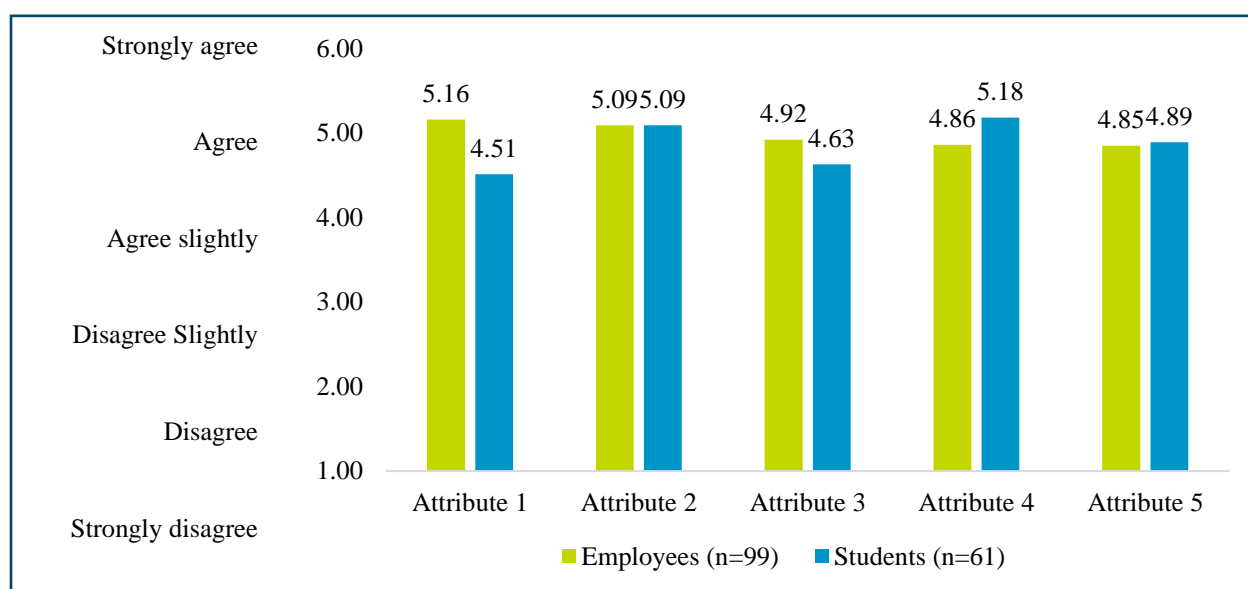
The President's Performance Appraisal Survey (PPAS) was administered online to students and employees of GCC in Spring 2015 via SurveyMonkey®. A total of 61 students, 13 administrators, 46 faculty, and 40 support staff completed the online survey, with a grand total of 160 respondents. Among both students and employees, 35% were male and 65% were female respondents; and, majority of student (72%) and employees (61%) were female. Nearly 50% of the 61 students studied at GCC between one to three years; interestingly, 38% studied at GCC between four to nine years. Seventy-three percent of employees served at GCC for at least one year, while the remaining third of employees worked at GCC for less than one year.



Key Findings among Employees and Students

Average Rating

The President’s Performance Appraisal Survey administered to students and employees were not identical. However, both surveys asked employees and students to rate the same five attributes (as shown in the figure below). Overall, the President received positive ratings by employees and students. Compared to students (mean=4.51), employees more strongly agree (mean=5.16) that the President regularly and effectively communicates with students and employees (Attribute 1). Compared to students (mean=4.63), employees more strongly agree (mean=4.63) that the President participates in campus and community activities and functions (Attribute 3). Compared to employees (mean=4.86), students more strongly agree (mean=5.18) that the President creates an atmosphere that contributes to a positive learning environment (Attribute 4).



Note:

The total number of employees (faculty, staff and administrators) who completed the survey is 99.

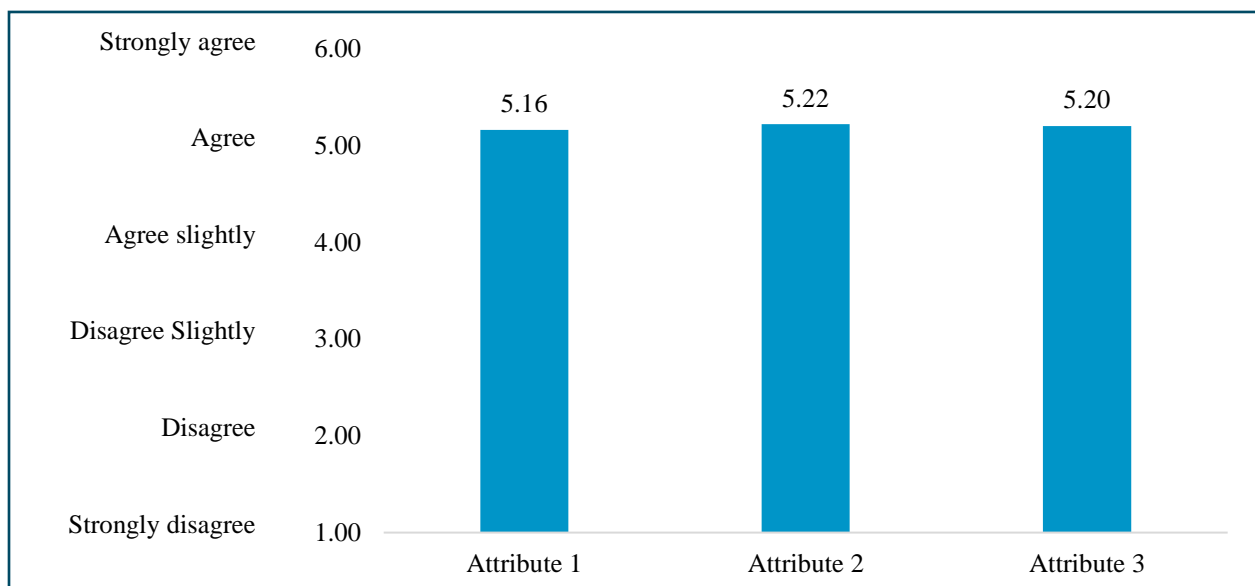
The total number of students who completed the survey is 61.

Attribute Description	Attribute Number
Communicates regularly and effectively with students, faculty, administrators, and staff / students.	1
Demonstrates knowledge of and commitment to Guam Community College's mission	2
Participates in campus and community activities and functions	3
Creates an atmosphere which contributes to a positive learning environment	4
Creative in solving problems and dealing with crises	5

Top Qualities of the GCC President

Employee Ratings

The top three qualities of the President rated highest by employees were in regard to communication effectiveness (Attribute 1), finance and business management (Attribute 2), and facility maintenance and improvement (Attribute 3). The average employee rating of all three attributes was greater than 5.00, which is more than “agree” (5.00) but less than “strongly agree” (6.00). Mean scores ranged from 5.16 to 5.22 which speaks of the respondents’ relatively high regard for the qualities of the President, as perceived by employees.



Note:

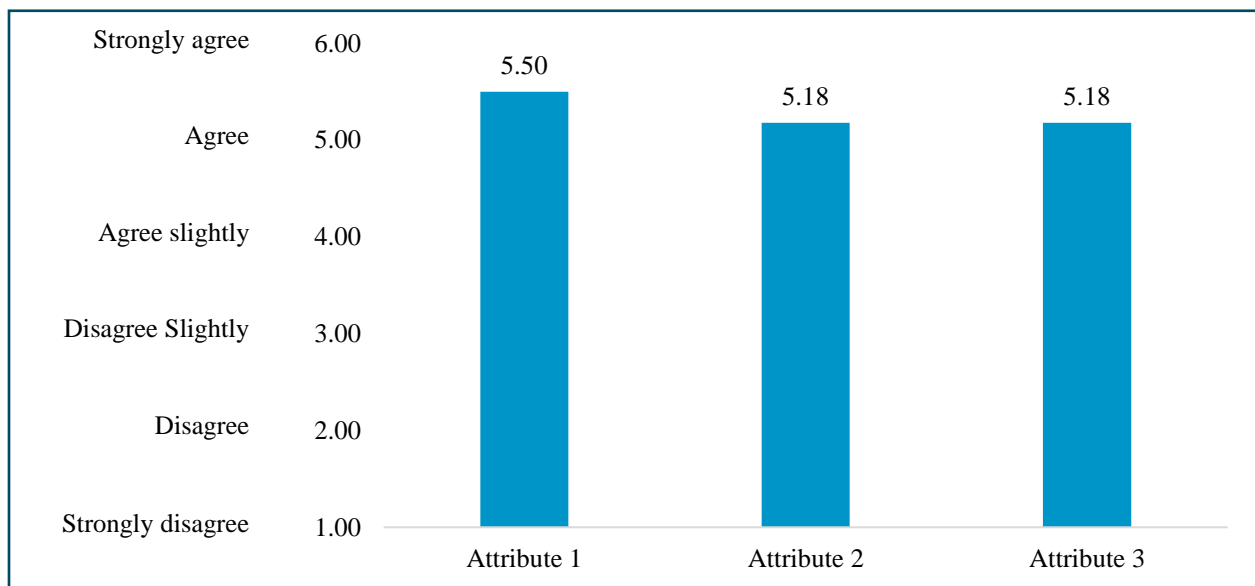
The total number of employees (faculty, staff and administrators) who completed the survey is 99.

Attribute Description	Attribute Number
The President communicates regularly and effectively with students, faculty, administrators, and staff.	1
The President oversees the College's finances and business operations in a successful manner.	2
The President ensures that the College's physical facilities are maintained and improved.	3

Top Qualities of the GCC President

Student Ratings

The top three qualities of the President that received the highest ratings by students were in regard to professionalism (Attribute 1), positive learning atmosphere (Attribute 2), and facility maintenance and improvement (Attribute 3). All three qualities were rated above a 5.00, which means the students more than “agree” (5.00) but less than “strongly agree” (6.00) with each stated attribute. Mean scores ranged from 5.18 to 5.50 which reflects students’ favorable perceptions of the President as a professional leader who creates a conducive learning environment through improved buildings and classrooms.



Note:

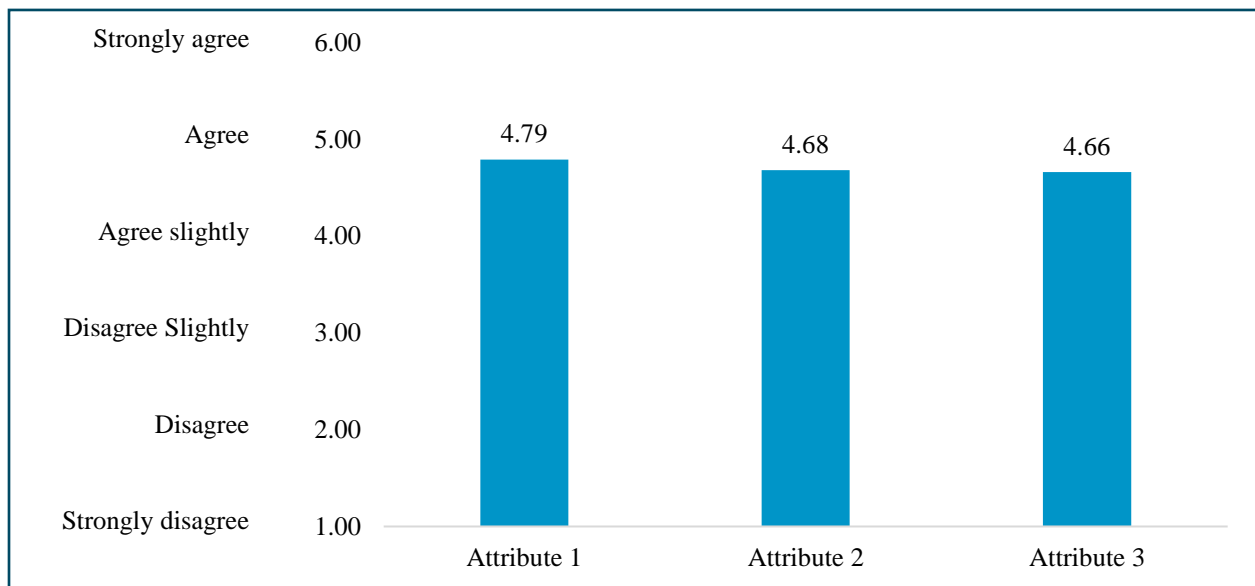
The total number of students who completed the survey is 61.

Attribute Description	Attribute Number
The President projects a professional image.	1
The President is an effective leader who creates an atmosphere which contributes to a positive learning environment.	2
The President ensures that the College's physical facilities are maintained and improved.	3

Areas of Improvement for the GCC President

Employee Ratings

According to employees, the three qualities of improvement for the President were in regard to the decision-making processes in an effort to improve the institution (Attribute 1), fairness in dealing with students and employees (Attribute 2), and ability to unite students and employees to accomplish the GCC mission (Attribute 3). All three qualities were rated between “slightly agree” (4.00) and “agree” (5.00).



Note:

The total number of employees (faculty, staff and administrators) who completed the survey is 99.

Attribute Description	Attribute Number
The President demonstrates a commitment to the following philosophy of participatory governance: Philosophy of participatory governance-Broad participation by faculty, staff, administrators, and students in the decision-making processes that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the Board and the President (source: Article XII BOT/Faculty Agreement updated October 2010).	1
The President is fair in dealing with students, faculty, administrators, and staff.	2
The President unites students, faculty, administrators, and staff to accomplish the mission of the College.	3

Data Tables and Figures

Table 1. Profile of GCC survey respondents by gender and length of service (n=160).

		Total	Gender		Length of Service/Study (years)					Not indicated
			Male	Female	< 1	1-3	4-6	7-9	≥ 10	
Administrators	Count	13	8	5	2	3	2	1	5	0
	Percent		62%	38%	15%	23%	15%	8%	38%	
Faculty	Count	46	16	30	16	7	11	7	5	0
	Percent		35%	65%	35%	15%	24%	15%	11%	
Support Staff	Count	40	15	25	9	10	4	7	10	0
	Percent		38%	63%	23%	25%	10%	18%	25%	
Students	Count	61	17	44	7	30	18	5	0	1
	Percent		28%	72%	11%	49%	30%	8%	0%	2%
BOT/FBOG	Count									
	Percent									
Total	Count	160	56	104	34	50	35	20	20	1
	Percent		35%	65%	21%	31%	22%	13%	13%	1%

Figure 1. Employee and Board Member Respondents by Status (n=99).

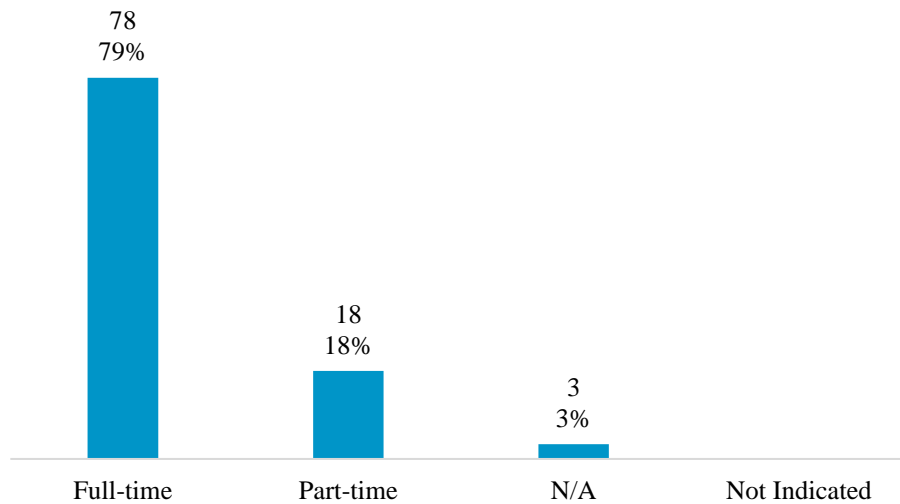


Table 2. Employee ratings on the 10 presidential qualities or characteristics listed in the PPAS (n=99). **Mean:** the average of the value in all responses on a scale of 1 to 6. **Mode:** the most frequently occurring value on a scale of 1 to 6. **Scale:** 1=Strongly Disagree, 2=Disagree, 3=Disagree Slightly, 4=Agree Slightly, 5=Agree, and 6=Strongly Agree. **Standard Deviation (s.d.):** the measure of how widely values are dispersed from the mean or the average value.

In general, the President demonstrates knowledge of and commitment to Guam Community College's mission as stated below: Our Mission- Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia.

Mean	Mode	s.d.
5.09	5.00	1.23

The President demonstrates a commitment to the following philosophy of participatory governance: Philosophy of participatory governance-Broad participation by faculty, staff, administrators, and students in the decision-making processes that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the Board and the President (source: Article XII BOT/Faculty Agreement updated October 2010).

Mean	Mode	s.d.
4.79	5.00	1.32

The President communicates regularly and effectively with students, faculty, administrators, and staff.

Mean	Mode	s.d.
5.16	5.00	0.98

The President unites students, faculty, administrators, and staff to accomplish the mission of the College.

Mean	Mode	s.d.
4.66	5.00	1.42

The President is deliberate in making decisions, which affect the College.

Mean	Mode	s.d.
5.08	5.00	1.21

The President is fair in dealing with students, faculty, administrators, and staff.

Mean	Mode	s.d.
4.68	5.00	1.34

The President is creative in solving problems and dealing with crises.

Mean	Mode	s.d.
4.85	5.00	1.34

The President is an effective leader who creates an atmosphere which contributes to a positive learning environment.

Mean	Mode	s.d.
4.86	5.00	1.33

The President seeks opportunities to interact with a wide range of community members.

Mean	Mode	s.d.
5.10	5.00	1.13

The President is present at and participates in campus and community activities and functions.

Mean	Mode	s.d.
4.92	5.00	1.30

The President works well with Board members.

Mean	Mode	s.d.
5.13	5.00	0.99

The President oversees the College's finances and business operations in a successful manner.

Mean	Mode	s.d.
5.22	6.00	1.12

The President ensures that the College's physical facilities are maintained and improved.

Mean	Mode	s.d.
5.20	6.00	1.16

Figure 2. Reported responses of employees were based on the following sources: personal observation; report from others; and/or various informational sources (n=173). Employees could select one, two or three sources, or the survey question could be left unanswered.

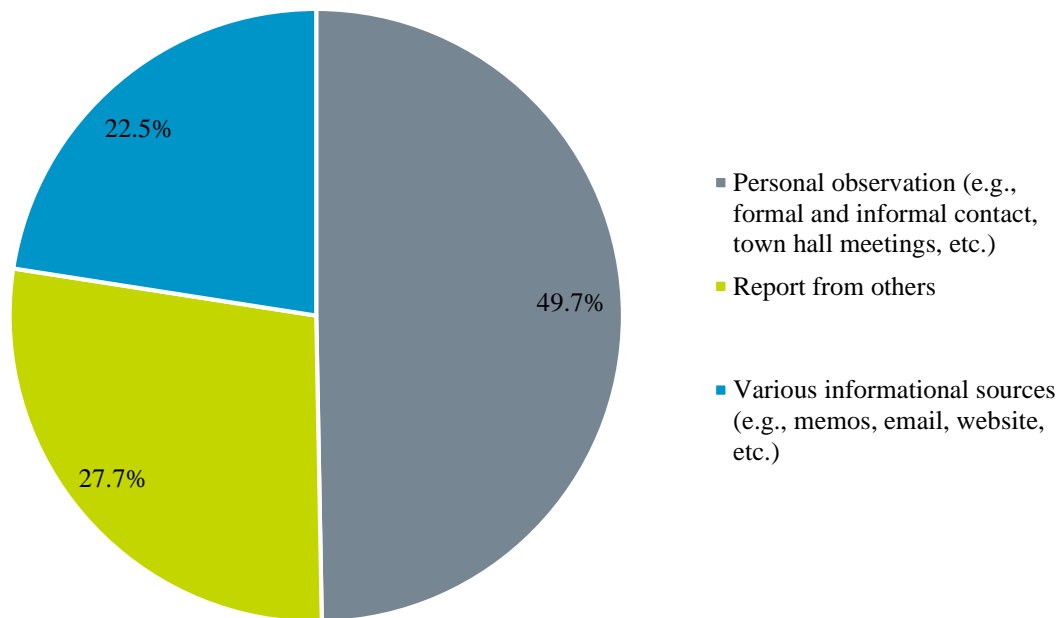


Figure 3. Qualities/characteristics that full-time faculty, staff, and administrators (n=99) “Slightly Agree,” “Agree,” or “Strongly Agree” the President possessed. Mode is the value most frequently occurring while mean is the average of the value in all responses, on a scale of 1 to 6.



Table 3. Student ratings on the 10 presidential qualities or characteristics listed in the PPAS (n=61). **Mean:** the average of the value in all responses on a scale of 1 to 6. **Mode:** the most frequently occurring value on a scale of 1 to 6. **Scale:** 1=Strongly Disagree, 2=Disagree, 3=Disagree Slightly, 4=Agree Slightly, 5=Agree, and 6=Strongly Agree. **Standard Deviation (s.d.):** the measure of how widely values are dispersed from the mean or the average value.

In general, the President demonstrates knowledge of and commitment to Guam Community College's mission as stated below: Our Mission- Guam Community College is a leader in career and technical workforce development, providing the highest quality, student-centered education and job training for Micronesia.

	Mean	Mode	s.d.
	5.09	5.00	1.12

The President is fair in dealing with students as reflected in the forums I have attended.

	Mean	Mode	s.d.
	5.16	5.00	0.98

The President is creative in solving problems and dealing with crises.

	Mean	Mode	s.d.
	4.89	5.00	1.04

The President communicates regularly and effectively with students.

	Mean	Mode	s.d.
	4.51	5.00	1.24

The President is an effective leader who creates an atmosphere which contributes to a positive learning environment.

	Mean	Mode	s.d.
	5.18	5.00	0.90

The President projects a professional image.

	Mean	Mode	s.d.
	5.50	6.00	0.85

The President seeks opportunities to interact with a wide range of community members.

	Mean	Mode	s.d.
	5.05	5.00	0.94

The President is present at and participates in campus and community activities and functions.

	Mean	Mode	s.d.
	4.63	5.00	1.02

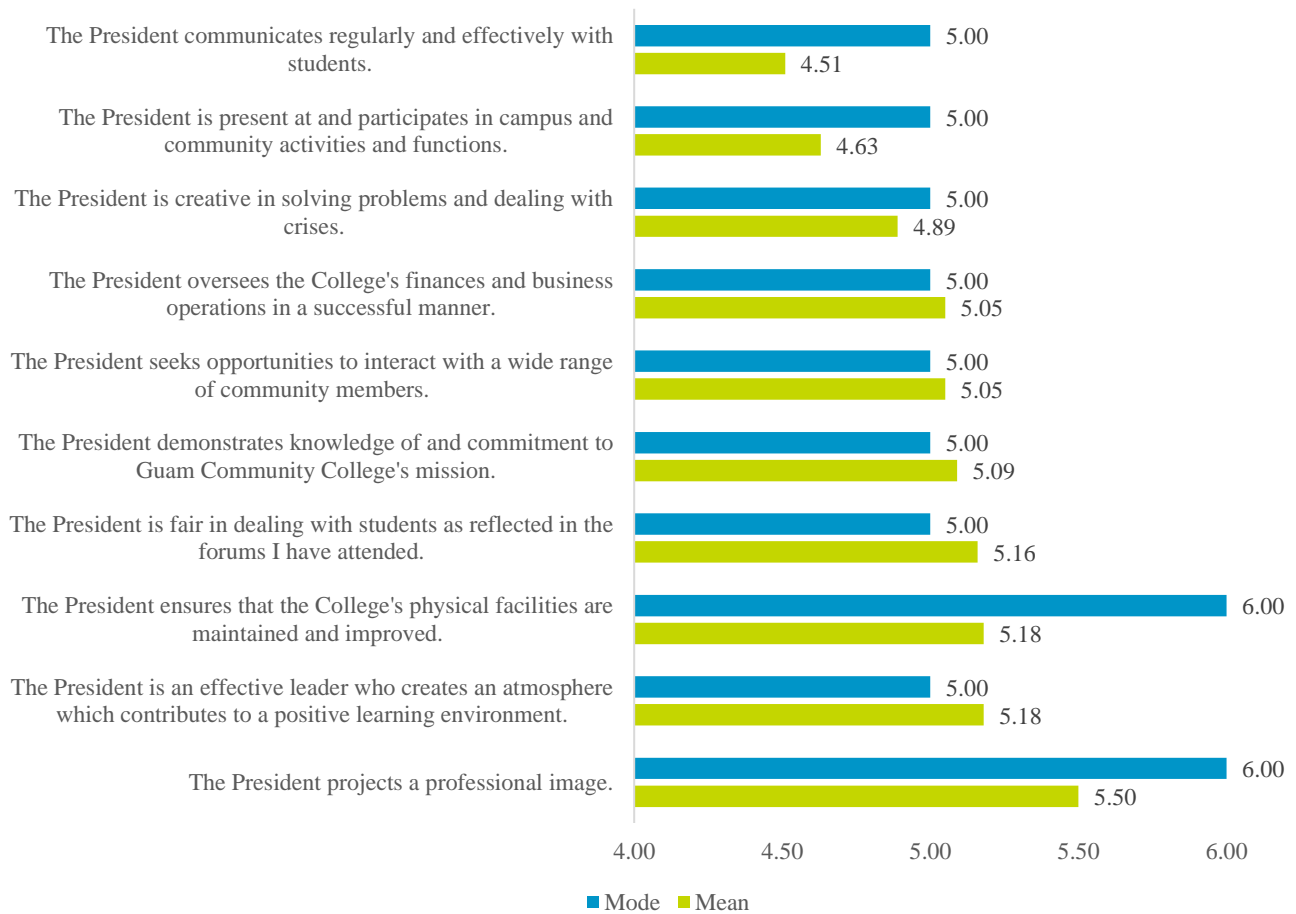
The President oversees the College's finances and business operations in a successful manner.

	Mean	Mode	s.d.
	5.05	5.00	1.02

The President ensures that the College's physical facilities are maintained and improved.

	Mean	Mode	s.d.
	5.18	6.00	1.06

Figure 4. Qualities/characteristics that students (n=61) “Slightly Agree,” “Agree” or “Strongly Agree” the President possessed, on average. **Mode** is the value most frequently occurring while **mean** is the average of the value in all responses, on a scale of 1 to 6.



Conclusion

When employees and students are given the opportunity to evaluate the performance of their college President, a variety of perceptions emerge from survey results. This was the primary intent of the President's Performance Appraisal Survey (PPAS): to gauge the pulse of the College in terms of what employees and students expect from a college President and more so, what they value about her performance as a leader.

The synthesis of the survey findings presented in tables and figures above serve to guide the President in identifying measures that promote greater accountability and improvement in the discharge of her responsibilities as the College's Chief Executive Officer (CEO).

