

GUAM COMMISSION FOR EDUCATOR CERTIFICATION  
EXECUTIVE DIRECTOR EVALUATION

**Dr. Michelle Santos, Executive Director**

**Assessed October 2025 by Guam Commission for Educator Certification Assessment  
Committee and Affirmed by GCEC Commissioners at the November 17, 2025 Meeting**

This questionnaire assists with the annual evaluation of the Executive Director of GCEC. Each section response should be answered using the following guide:

- 1 - Very Dissatisfied
- 2 - Dissatisfied
- 3 - Satisfied
- 4 - Very Satisfied
- Not Sure

There are open ended questions at the end to help with the evaluation and future planning for the Board and the Executive Director.

		Not Satisfied		Satisfied		Not Sure	
How satisfied are you that:		1	2	3	4	NS	
1-1	The Executive Director (ED) has worked with the Board to support the vision and mission of the organization and understands the ED leadership role?				4		
1-2	With input from the board and staff, the ED has created a process to achieve both long-range and short-range plans for the organization?				4		
1-3	The ED ensures that appropriate systems are in place to facilitate the day-to-day operations of the organization in the areas of:				4		
	a. Development and delivery of programs?						
	b. Education and outreach?				4		
	c. SOP development?				4		
	d. Administration and operations?				4		
1-4	The ED demonstrates knowledge regarding the GCEC laws and services				4		

	provided?						
1-5	The ED works with the Board to ensure the standards of GCEC are maintained?				4		
1-6	The EC has a clear understanding of the current and future financial resources needed to realize the GCEC's mission?				4		
1-7	The ED has established a system linking strategic and operational planning with the GCEC budgeting process?				4		
1-8	The ED presents financial reports to the Board on a regular basis and submits an annual budget for Board review, revision, and approval?				4		
1-9	The ED ensures that a clear and accurate accounting system is maintained, allowing the Board to monitor the GCEC finances and operations in relationship to the approved budget and to make informed financial decisions?				4		
1-10	The ED is knowledgeable regarding the operations of an effective office environment?				4		
1-11	The ED ensures compliance with all legal and regulatory requirements?				4		
1-12	The ED stays current on issues and questions that impact GCEC and provides adequate information to inform Board discussions?				4		
1-13	The ED receives the annual review to which he or she is entitled in a timely and thoughtful way that articulates specific strengths and areas for improvement?				4		
1-14	The working relationship among the Executive Director, staff, and Board are collegial?				4		
1-15	The ED maintains a positive professional reputation in the local community and is a good ambassador for GCEC?				4		
1-16	The ED cultivates effective relationship				4		

	with a. Constituents/clients?						
	b. Public officials?				4		
	c. Relevant professional organizations/partnerships?				4		
1-17	The ED is an articulate and knowledgeable spokesperson?				4		
1-18	Considering the work of the ED, how would you rate: a. Administration and Operations?				4		
	b. Financial Management?				4		
	c. Client Services?				4		

1-19: What are major strengths of the Executive Director?

*During this evaluation period, the Executive Director, Dr. Michelle Santos has demonstrated strong and effective leadership in advancing the mission and goals of the Guam Commission for Educator Certification (GCEC). The work continues to support the Commission's commitment to upholding professional standards, ensuring the integrity of educator certification processes, and strengthening service to Guam's education community. The Executive Director consistently meets and exceeds expectations across multiple areas of responsibility.*

1-20: What are some limitations in the Executive Director's performance?

*The Executive Director did not demonstrate any limitations that would impact the work of the office or the Commission.*

1-21: What have been the most significant achievements of the Executive Director over the last year?

#### *1. Compliance and Reporting Standards*

*The Executive Director has effectively ensured that GCEC remains in full compliance with all statutory and regulatory reporting requirements. Reports are prepared with accuracy, completeness, and timeliness, reflecting a strong understanding of applicable standards and mandates. She ensures thorough oversight of compliance processes to enhance the Commission's accountability, operational efficiency, and credibility with stakeholders, including educators and relevant policymakers.*

## 2. Staff Support and Responsibility Management

*The Executive Director demonstrates strong managerial capacity in balancing and supporting staff responsibilities. Dr. Santos recognizes that the office dynamics is undergoing a shift back to the regular hours of operation and personnel availability, thus, she provides clear direction and guidance to ensure that staff workloads align with GCEC priorities, certification timelines, and customer service expectations. Dr. Santos' leadership fosters a respectful and collaborative work environment where staff feel supported and informed to carry out their duties effectively. This approach contributes to consistent productivity and improved internal coordination.*

## 3. Alignment With Commission Expectations

*The Executive Director maintains a strong, proactive relationship with Commission members and consistently aligns administrative actions with Commission goals and expectations. Dr. Santos provides timely updates, seeks clarification when needed, and effectively translates Commission decisions into operational plans. Her responsiveness and understanding of the Commission's strategic direction contributes to effective meeting participation and decision-making.*

## 4. Communication and Representation of the Commission

*The Executive Director communicates clearly and professionally in all settings, including internal meetings, Commission meetings, interagency collaborations, public engagements (legislative hearings), and most recently, receiving the invite to attend the governor's cabinet meetings. She represents GCEC with integrity and purpose, ensuring that the mission—to uphold the quality and standards of the educator workforce—is consistently articulated and advanced. Dr. Santos' participation in meetings is active and mission-focused, contributing to productive dialogue and strengthening GCEC's presence within the education and island community.*

1-22: In the last year, what difficult issues have faced GCEC, and how did the Executive Director bring them to resolution?

*The Executive Director has responded to queries from the Guam Legislature as needed to clarify or to explain the workings of certification. As needed she has presented at hearings, researched other entities methods to address issues, and has thought "outside of the box" to bring the GCEC law up-to-date with local issues and needs. The Executive Director continues to work to provide full utilization of the technology available to enhance communication.*

1-23: What are areas in which the Board could provide better support to the Executive Director?

*The GCEC Commissioners provide guidance and clarification for the Executive Director as she fully engages in the position of the Executive Director. Support is provided through information meetings, committee meetings, and clarification as needed.*

1-24: Overall, how would you evaluate the work of the Executive Director over the last year?

*The Executive Director has delivered strong performance in all evaluated areas and continues to be an asset to the Guam Commission for Educator Certification. Her leadership, commitment to compliance, support of staff, alignment with Commission expectations, and ability to effectively represent the Commission's mission contribute significantly to the success and forward progress of GCEC. Continued performance at this high standard is recognized and greatly appreciated.*

1-25: What is one area that can be identified for the goals for the Executive Director the next year?

*The Executive Director will continue the work that has begun, including her self-directed goals.*

### **Goal 1: Revamp Reporting Systems**

*Objective: Work internally and with GuamWEBZ on creating reporting systems from our office and website to ensure accuracy, efficiency, compliance, and relevance.*

- *Conduct a comprehensive audit of current reporting processes and identify areas for improvement.*
- *Develop a schedule aligned to legal requirements to update all reports within the first 18 months or less to come into compliance.*
- *Ensure all updated reports are user-friendly and accessible to relevant stakeholders.*
- *Implement new technologies or streamline data collection, analysis, and presentation (in line with an educator portal for online submission of documents, payments, and certificates).*

### **Goal 2: Strengthen Key Relationships**

*Objective: Build and nurture strong relationships with key stakeholders, including educators, partners, and our internal team.*

- *Identify key stakeholders.*
- *Schedule regular meetings and check-ins to ensure open lines of communication.*
- *Organize opportunities to foster stronger relationships.*
- *Implement a feedback system to continuously improve stakeholder engagement.*
- *Attend meetings (board, cabinet, advisory) as appropriate*

### **Goal 3: Information and Education**

*Objective: Initiate and manage a campaign to increase awareness and engagement with our website, portal, and processes.*

- *Develop a detailed campaign strategy with clear objectives, target audience, and messaging.*
- *Create an education plan for our commissioners to come into compliance with – 5 GCA Chapter 43 §43116.*
- *Monitor and analyze campaign performance using key metrics - applications, online applicants, turnaround time, website analytics. Adjust the campaign based on feedback and results to maximize impact.*