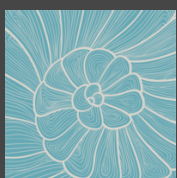




# High Level Review of GDOE Curriculum & Management Audit



Submitted by Pacific Policy Research Center  
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The Guam Department of Education (GDOE) curriculum and management audit, led by Pacific Policy Research Center (PPRC), aims to evaluate the efficiency, compliance, and effectiveness of GDOE operations and provide actionable recommendations for improvement. The audit focuses on key functional areas, including governance, curriculum and educational services, financial management, human resources, facilities, technology, and safety/security systems.

The goals of the audit include:

- **Operational Efficiency:** Evaluate the efficiency and effectiveness of GDOE's operations, including resource allocation, program implementation, and overall management practices.
- **Compliance:** Assess adherence to applicable laws, regulations, and policies, particularly in relation to financial management and procurement, and educational standards.
- **Financial Management:** Analyze financial reporting, budgeting processes, and fiscal controls to ensure responsible use of public funds.
- **Performance Metrics:** Develop and assess performance metrics to evaluate the effectiveness of educational programs and initiatives.
- **Stakeholder Engagement:** Evaluate the level of stakeholder engagement, including parents, students, and community organizations, and its impact on educational outcomes.
- **Recommendations:** Provide actionable recommendations for improvements in governance, accountability, and operational practices.

### Core Functions of the Audit

- An evaluation of GDOE management functions and decision making; board policy and directives, curricular alignment; administrative and instructional personnel, and resource use/allocation findings.
- The identification of deficiencies and recommendations for improvement.
- An assessment of preliminary corrective actions made by the GDOE in compliance with audit recommendations.

### Approach/Methods

PPRC will review extant data and collect data via surveys, structured interviews, and on-site observations with GDOE leadership, management, and instructional personnel. Operational processes, financial systems, and compliance with policies and regulations will be analyzed. The analyses will identify and examine the functions being carried out by GDOE compared to those required by policies and evidence-based practices. This will be followed by analyzing the structures and processes in place to determine if the organization's structure and functions are optimal to carry out its mission and strategic plan to reach its goals and realize its vision.

## PRIORITY AUDIT AREAS

### 1. Governance, Management, and Communication

Objective: Assess the clarity and effectiveness of governance structures, review decision making processes, review management systems and practices, and assess communication processes.

*Key Tasks:*

- Review documentation of governance roles and responsibilities, and actual practices
- Review communication structures, processes, and current practices
- Gather perception data

### 2. Educational Services Delivery and Curriculum Review

Objective: Assess the instructional system and practices and identify strengths and weaknesses and recommendations for improvement.

*Key Tasks:*

- Review the central office structure and the curriculum management plan regarding academic decision-making and accountability
- Review alignment of standards, curriculum, assessments, and instructional programs
- Observe instructional practices and implementation fidelity in select schools
- Review professional development that has been provided and compare to practices observed in schools
- Survey district and school staff on their perceptions of the GDOE instructional system

### 3. Financial Services

Objective: Assess GDOE's financial management system to ensure compliance with regulations, alignment with GDOE priorities, accuracy and completion of financial data, and effectiveness of internal controls and processes.

*Key Tasks:*

- Review financial policies, procedures, and compliance documents for alignment with regulations, SOPs, and audit standards
- Analyze budgeting and financial reporting systems
- Evaluate procurement system
- Assess operational capacity of finance department
- Identify potential financial risks GDOE may face (e.g., errors, fraud, non-compliance)

## 4. Human Resources and Personnel

Objective: To assess the extent to which GDOE's staffing policies, procedures, and practices are effective, efficient, and equitable.

### *Key Tasks:*

- Review Human Resources (HR) policies, SOPs, and other materials to discern alignment with local and federal policies and for consistent and ethical implementation
- Analyze staffing and workforce trends (e.g., staffing patterns, hiring, retention, and turnover)
- Review performance management and professional development systems
- Survey and interview HR staff, school administrators, and key personnel
- Assess HR organizational capacity and infrastructure for in/efficiencies, communication flows, and systemic challenges

## 5. Facilities

Objective: Assess the extent to which GDOE's school facilities are safe, maintained, resourced appropriately, and support teaching and learning

### *Key Tasks:*

- Review maintenance and operations policies and procedures
- Review capital improvement planning and use of space
- Analyze equitable distribution of resources across facilities
- Assess the condition of facilities
- Survey and interview school administrators, teachers, and facilities and maintenance staff

## 6. Technology Management

Objective: Assess current state of technology, processes, and procedures for supporting teaching, learning, and administrative operations

### *Key Tasks:*

- Review technology infrastructure plans, policies, and processes (identification of needs, inventory, life cycle process, training, and use)
- Analyze technology infrastructure and inventory data
- Review classroom and teaching technology integration (and supports for such integration)
- Examine data security and privacy measures
- Survey and interview instructional staff, IT personnel, and administrators

## 7. Safety and Security Management

Objective: Assess the effectiveness of GDOE policies and procedures for ensuring the physical safety and security of students, staff, and school facilities

### Key Tasks:

- Review safety and emergency policies, plans, and procedures
- Analyze safety incident trends and data
- Evaluate safety trainings and capacity for emergency response
- Survey and interview school administrators, safety officers, nurses, and counselors
- Perform risk assessment/onsite facilities inspection

### Tasks Performed to Date

- ☒ Contract Execution - May 22, 2025
- ☒ Hosted Initial Planning Meeting
- ☒ Established Standing Meetings
- ☒ Compiled Publicly Available Data
- ☒ Identified Additional Data Needs
- ☒ Established Records and Data Files Repository
- ☒ Stakeholder Contact List

### Project Deliverables



#### AUDIT REPORT

Comprehensive findings and actionable recommendations



#### EXECUTIVE SUMMARY

Highlight of key findings for stakeholders



#### PRESENTATION

Presentation of findings to GDOE leadership and relevant stakeholders



#### FOLLOW-UP PLAN

Plan to monitor and assess implementation progress



#### EVALUATION REPORT

Progress evaluation on post-audit implementation phase

## Upcoming Actions



#### Work Plan

Finalize + approve  
GDOE Audit Work Plan



#### Project Tracking

Prepare and approve  
project tracking method



#### Implementation

Implement Work Plan



#### Progress Checks

Conduct scheduled  
check-in meetings and  
progress reporting