



**UNIVERSITY OF GUAM
UNIBETSEDÁT GUAHAN**

Board of Regents
UOG Station, Mangilao, Guam 96923
Telephone: (671) 735-2995 Fax: (671) 734-2296

**Regular Meeting Minutes
April 18, 2019**

1.0 CALL TO ORDER

The Regular Meeting of the Board of Regents (BOR) was called to order by BOR Chairperson Christopher Felix on April 18, 2019 at 5:36 p.m., in AV Room #1, University of Guam RFK Library, Tan Siu Lin Building. Notice of such meeting have been duly and regularly provided by the BOR.

QUORUM:

Christopher Felix	Chairperson
Jillette Leon Guerrero	Vice Chairperson
Elvin Chiang	Treasurer
Mari Flor Herrero	Member
Hyo Sang Ji	Member
Jerold Filush	Member
Sandra McKeever	Member
Annie Fay Camacho	Member

ABSENT:

Liza Provideo	Member
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ALSO PRESENT:

Thomas W. Krise	Executive Secretary
Victorina Y. Renacia	Legal Counsel
Christine Mababayag	Recording Secretary
David S. Okada	CPO/Acting EAP

2.0 MEETING MINUTES

2.1 Regular Meeting Minutes of February 13, 2019

Chairperson Felix asked if there were any corrections or discussion regarding the regular meeting minutes as presented. Regent Filush moved to approve, which was duly seconded. The motion carried.

3.0 CHAIRPERSON'S REPORT

Chairperson Felix welcomed everyone to the last regular BOR meeting for this Academic Year. He thanked all those who were able to attend and support the FY2020 Budget Hearing on March 15, 2019. He added we are pending a Budget Roundtable that is now scheduled for April 30, 2019, at 9am, at the Legislature. He is confident that we will do well at the Roundtable and that we pray for full appropriation approval.

Board of Regents Regular Meeting Minutes of April 18, 2019

He then thanked all who were able to attend our UOG Charter Day celebration on Mar 12, 2019 at the UOG Center Court area. He thought the event went very well and congratulated Dr. Krise on a job well done.

He added that he looked forward to seeing many Regents at the upcoming Fañomnâkan (Spring) 2019 Commencement on May 26, 2019 at the UOG Calvo Field House. He noted that 1p.m. is Show Time, and a 1:50 p.m. Go Time.

He took time to express condolences and asked a Moment of Silence for the loss of family members of the UOG Community since the last meeting.

Martin M. Sakisat who passed away February 20, 2019. He was the father of Julian T. Sakisat, Recreational Sports Coordinator, Calvo Field House & Triton Athletics.

Antonio C. Aguon who passed away February 27, 2019. He was an adjunct faculty in the Division of Mathematics and Computer Science, College of Natural and Applied Sciences.

Esperanza L. Datugan who passed away March 9, 2019. She was the mother of Nicetas Datugan, Accountant II, Comptroller's Office; Evelyn Siguig, Maintenance Custodian; and Jose Datugan, Building Custodian. She is also the mother-in-law of Anabelle Datugan, Building Custodian, Plant Maintenance Division, Administration and Finance.

Victor A. Perez who passed away March 12, 2019. He was the stepfather of Dr. Jason Biggs, Associate Professor, Marine Lab, and stepfather-in-law of Dr. Laura Biggs, Assistant Professor, College of Natural and Applied Sciences.

4.0 PRESIDENT'S REPORT

President Krise presented slides listing the deliverables that the Board set forth as goals for the year. A copy of the slides is attached.

REPORTS FROM STANDING COMMITTEES

5.0 Academic, Personnel, and Tenure Committee

Regent Leon Guerrero reported that the AP&T Committee met on April 10 with two members present and a call-in from a member, thereby achieving a quorum under the new policy. She stated that the resolutions presented have been vetted by the appropriate leadership.

5.1.1 Resolution No. 19-13, Relative to Adopting a Teaching Assistant (TA) Pay Scale in Alignment with the 2015 BOR-Approved University General Pay Plan for use with Grant and Externally Funded Positions

Regent Leon Guerrero introduced Resolution No. 19-13, which was duly seconded. She noted that current policy dictates that all pay scales at UOG require Board approval. Regent Chiang stated that the BFA committee also recommends the resolution for approval. The motion carried

5.1.2 Resolution No. 19-14, Relative to Approving the Revision the Revision to the Academic Advisement and Declaration of Major Policy

Regent Leon Guerrero introduced Resolution No. 19-14, which was duly seconded. She read a portion

Board of Regents Regular Meeting Minutes of April 18, 2019

of the resolution briefly explaining the purpose. The motion carried.

5.1.3 Resolution No. 19-15, Relative to Approving the Undergraduate Certificate Policy

Regent Leon Guerrero introduced Resolution No. 19-15, which was duly seconded. She read a portion of the resolution briefly explaining the purpose. The motion carried.

5.1.4 Resolution No. 19-16, Relative to Expressing Appreciation to Elizabeth (Betty) C. Gayle for her Service as a Member, Vice Chairperson, and Chairperson of the Board of Regents

Regent Leon Guerrero introduced Resolution No. 19-16, which was duly seconded. She then read a portion of the resolution highlighting the accomplishments of Regent Gayle. The motion carried.

5.1.5 Resolution No. 19-17, Relative to Revising the Rule Prohibiting Hiring of University of Guam Alumni for Five Years

Regent Leon Guerrero introduced Resolution No. 19-17, which was duly seconded. She read a portion of the resolution briefly explaining the purpose. The motion carried.

5.1.6 Resolution No. 19-18, Relative to Approving the Fraud, Waste and Abuse Policy and Whistleblower Protections

Regent Leon Guerrero introduced Resolution No. 19-18, which was duly seconded. She stated that the policy was established to protect the assets, resources and interest of the University, and to increase the awareness to employees of the possibility of fraud, waste and abuse. The motion carried.

5.1.7 Resolution No. 19-19, Relative to Authorizing the President to Approve Non-Substantial Changes in Existing University Policies and Fees, and Changes in Law, Policy, Directive or Otherwise from External Governmental Entities that Apply to the University

Regent Leon Guerrero introduced Resolution No. 19-19, which was duly seconded. She noted that if the propose change requires Board of Regents approval, the President will consult with the BOR Executive Committee for appropriate action. Regent Chiang noted that the BFA committee reviewed the resolution and recommends its approval. The motion carried

5.2 Student Affairs, Scholarship, Alumni Relations and Honorary Degree Committee

Regent Herrero reported that the SASARHD Committee met on April 10 noting that the resolutions were discussed and are recommended for full board approval.

5.2.1 Resolution No. 19-20, Relative to Approving the Fañomnåkan 2019 Commencement Graduate List

Regent Herrero introduced Resolution No. 19-20, which was duly seconded. She briefly read a portion of the resolution briefly explaining the purpose of the resolution. The motion carried.

5.2.2 Resolution No. 19-21, Relative to Approving the University of Guam Last Mile Scholarship

Board of Regents Regular Meeting Minutes of April 18, 2019

Regent Herrero introduced Resolution No. 19-21, which was duly seconded. She briefly read a portion of the resolution briefly explaining the purpose. The motion carried.

5.3 Investment Committee

Regent Chiang noted that the Investment and BFA Committee both met on April 12, 2019.

5.3.1 Investment Update

Regent Chiang reported that there were no representatives from the Student Investment Club but that two from the Student Government Body were present. He noted that the balance of the students' portfolio on April 10, 2019 was \$60K, approximately 20% increase over their principal of \$50K; their investments are in 9 tech concentrated stocks with \$8,300 in cash available to invest. He stated that they pretty much stayed the course from the last meeting.

He reported that the volatility has become a more common scene in the market, fortunately this time is on the positive side. Value of the endowment fund was \$25.4M at April 10, 2019 and bounced back from \$22.7M at December 31, 2018. He noted that the committee members are cautiously optimistic about the market in the near future, and they decided to stay the course according to our long-term investment objective.

5.4 Budget, Finance, and Audit Committee

5.4.1 Financial Update

Regent Chiang reported on the cash collections, DOA paid 9.6M, or 70% of the \$13.7M requested at end of March 2019, and special appropriations paid \$1.3M, or 49% of the \$2.7M requested. While the cash inflow is not at the most ideal level, the University is able to keep the vendors' payable at 30—35 days.

For FY2020, a \$33.9M general operations budget is proposed. The budget hearing was held in March and a round table discussion with the legislators is schedule for April 30. The cash basis operating result before other revenues and expenses at the end of February was down by \$4.4M. The loss can be significantly reduced if the timing effect of the cash receipts is taken into consideration.

He then reported that Mr. Dan Fitzgerald of Deloitte & Touche presented the draft audited financial statements, internal controls and compliance report for the fiscal year ended September 30, 2018. He noted that Public Auditor Benjamin Cruz was also present at the meeting. The audit received an unqualified opinion, i.e. a clean opinion. Except for the endowment, unit has possible effects of not able to evaluate the carrying value of the donated land. He added that the financial statements presented fairly, in all material respects, in accordance with all applicable accounting principles.

The net position of the University was decreased by approximately \$6.4 million for the fiscal year, of which, approximately \$3M was attributed to a non-cash pension liability adjustment mandated by a relatively new governmental accounting standard.

He further reported on the internal control and compliance report, he noted that there was no reportable condition nor significant deficiency; it had 6 items for improvement and that they can be remedied promptly. The University maintains its status as a low risk auditee, which not only means the quality of accounting is good, but it also keeps our audit fees low.

Regent Chiang and the BFA committee thanked VPAF Randy Wiegand, Controller Zeny Nace and their entire staff for their dedicated hard work throughout the audit.

5.4.2 Collections Report

Regent Chiang stated the collection of the student loans was \$198K on March 31, 2019, which is 57% of the annual budget \$350K, or 7% ahead of the budget.

5.4.3 Procurement Transactions and Contracts Report

Regent Chiang reported that there were 12 contracts over \$100k entered, ranging from \$101K to \$490K, from January to March. All of those are flow through contracts or for grants, that they do not involve the use of the University funds.

5.4.4 Resolution No. 19-22, Relative to Accepting the Results of the Deloitte and Touche LLP Financial Statements Audit and Compliance Audit for the Fiscal Year Ended 30 September 2018

Regent Chiang introduced Resolution No. 19-22, which was duly seconded. The motion carried. He reported for information that the Public Auditor wants to have the audit report released by March 31st each year, but stated it is being approved in April. He then asked VPAF Wiegand to explain the options, which the VPAF stated one option is to keep status quo or to declare a Special or Regular Meeting every March. He added another option would be for the BOR to delegate to the Audit Committee the ability to approve the audit and that he thinks it could be more in line with industry standards, but that it could become a problem.

5.4.5 Resolution No. 19-23, Relative to Authorizing the Increase of the University of Guam Purchase Card Program Threshold

Regent Chiang introduced Resolution No. 19-23, which was duly seconded. The motion carried.

5.4.6 Resolution No, 19-24, Relative to Approving the Revised University of Guam Delegation of Authority Policy

Regent Chiang introduced Resolution No. 19-24, which was duly seconded. He briefly explained the purpose of the resolution. The motion carried.

5.4.7 Resolution No, 19-25, Relative to Authorizing the Research Corporation of the University of Guam to Enter into a Public Private Partnership and Lease for the Guam Aquaculture Development and Training Center and Lot No. 2517-17 for the Purpose of Developing Guam's Aquaculture Industry

Regent Chiang introduced Resolution No. 19-25, which was duly seconded. He briefly explained the purpose of the resolution. The motion carried.

5.4.8 Resolution No, 19-26, Relative to Supporting a Bill to Correct a Boundary Matter Related to the Guam Aquaculture Development and Training Center

Regent Chiang introduced Resolution No. 19-26, which was duly seconded. He briefly explained the purpose of the resolution. The motion carried.

5.5 Physical Facilities Committee

Board of Regents Regular Meeting Minutes of April 18, 2019

5.5.1 Plant and Facilities Update

Chairperson Felix provided a copy of a summary report of the Plant and Facilities update on behalf of Regent Provido to the BOR Members. The report is attached.

6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE

Katrina Perez, Interim Executive Director provided the Endowment Foundation update. She reported on the "G is for Giving" campaign stating they raised approximately \$33K and that it exceeded their expectations. She recognized the BOR for 100% giving and stated they are setting an example for the University Community. She added that Lieutenant Governor Joshua Tenorio agreed to a preliminary commitment to be the honorary chair for the 2019 Giving campaign.

She also reported on the Conference on Island Sustainability noting that they raised approximately \$150K in sponsorships, cash and in-kind. She added that there were about 350 registered conference attendees. She asked to Save the Date for the 2020 Island Sustainability to be held on March 30-April 4. She briefly discussed other various upcoming fundraising events.

7.0 OPEN PRESENTATION (3 Minute Limit per Person)

Chairperson Felix opened the floor for open presentations. Dr. Lee Yudin, Dean of the College of Natural and Applied Sciences thanked the BOR for their dedication through the years, and he also noted how important it is to administrators for the resolutions that were approved tonight.

8.0 EXECUTIVE SESSION

8.1 Recommendation for Tenure for Dr. Cheryl Sanguenza, Assistant Professor of Secondary Education, School of Education

This Executive Session commenced at 6:46 p.m. The Executive Session ended at 6:51 p.m.

9.0 VOTING FILE

9.1 Recommendation for Tenure for Dr. Cheryl Sanguenza, Assistant Professor of Secondary Education, School of Education

Regent Leon Guerrero moved to approve the tenure application for Dr. Cheryl Sanguenza, which was duly seconded. The motion carried.

10.0 ELECTION OF OFFICERS AND COMMITTEE APPOINTMENTS

Chairperson Felix opened the floor for nominations for the BOR officer positions.

10.1 Chairperson

Regent Leon Guerrero moved to nominate Regent Christopher Felix to continue to serve as the Chairperson. There being no further nominations, the Chairperson closed the floor for nominations. The motion was duly seconded and carried.

10.2 Vice Chairperson

Board of Regents Regular Meeting Minutes of April 18, 2019

Regent Filush moved to nominate Regent Mari Flor Herrero to serve as the Vice Chairperson. There being no further nominations, the Chairperson closed the floor for nominations. The motion was duly seconded and carried.

10.3 Treasurer

Regent Chiang moved to nominate Regent Jerold Filush to serve as the Treasurer. There being no further nominations, the Chairperson closed the floor for nominations. The motion was duly seconded and carried.

10.4 AP&T Committee Members

10.5 SASARHD Committee Members

10.6 Investment/BFA Committee Members

10.7 Physical Facilities Committee Members

10.8 Regent Nominating Council (RNC) Member (1)

10.9 UOG Endowment Foundation Member (1)

10.10 Research Corporation of the University of Guam (RCUOG) Members (2)

Chairperson Felix stated he will determine the appointments for the above committee/council members.

11.0 ADOPTION OF BOR SCHEDULE OF MEETING FOR AY2019-2020

Regent Leon Guerrero moved to adopt the BOR schedule of meeting for AY2019-2020 subject to correction. The motion was duly seconded and carried.

10.0 ADJOURNMENT

Regent Ji moved that the meeting be adjourned, which was duly seconded and passed. Chairperson Felix adjourned the meeting at 6:56 p.m., Chamorro Standard Time.



Christopher K. Felix, Chairperson

ATTESTED:



Thomas W. Krise, Ph.D., Executive Secretary

Report to the UOG Board of Regents

President's 5 Deliverables & Para Hulo' 2019-2024 Strategic Plan



**April 17-18, 2019
University of Guam**

About the Presentation

- 5 Deliverables
 - Connections
 - Marketing
 - Academic Reputation
 - Wrapping up and extending Good-to-Great (G2G)
 - Increasing the Size of the Pie
- Progress on Para Hulo' 2019-2024 Strategic Plan
- Q & A



Connections

Connections: Building Relationships

- Making connections was a key objective of the "President Transition Guide"
- The BOR Chair established the Transition Planning Committee to guide the process
- So far, 104 meetings with external key personnel/organizations, more than
- 60 UOG meetings and gatherings
- 13 on-island and off-island alumni events



External meetings (sample)

	Date	Individual or Group
1	7-Aug-18	President Transition Planning Committee
2	14-Aug-18	President Transition Planning Committee
3	27-Aug-18	John Lynskey, President, Association of Government Accountants (AGA)
4	28-Aug-18	Governor Eddie Calvo
5	29-Aug-18	Director General Kosi Latu of Secretariat of the Pacific Regional Environment Programme (SPREP) - <i>Teleconference</i>
6	30-Aug-18	Dr. Michael Cruz, Guam Regional Medical Center President & COO
7	30-Aug-18	Dr. Saied Safabakhsh
8	31-Aug-18	Dr. Sam Mabini, Director, Dept. of Labor
9	5-Sep-18	Therese Terlaje, Vice Speaker, 34th Guam Legislature
10	5-Sep-18	Cathy Castro, American Cancer Society Cancer Action Network (ACS CAN) Ambassador Constituent Team (ACT) Lead and Cory Chun, ACS CAN Hawaii Pacific Government Relations Director
11	6-Sep-18	Peter McPherson, President, Association of Public and Land-Grant Universities (APLU) <i>Phone call</i>
12	6-Sep-18	BJ Cruz, Speaker, 34th Guam Legislature
13	7-Sep-18	Kimberlee Kihleng, Executive Director, Humanities Guahan
14	7-Sep-18	Johnny Taylor, President & CEO, Society for Human Resource Management (SHRM)
15	10-Sep-18	Dr. Mary Okada, President, GCC
16	10-Sep-18	Jason Miyashita and Dan Roland, Raymond James
17	14-Sep-18	Officials from Northern Marianas College
18	18-Sep-18	Society of Emeritus Professors and Retired Scholars
19	20-Sep-18	Guam National Guard and Employer Support of the Guard and Reserve
20	21-Sep-18	John Riegel, Senior Manager, Brown and Caldwell
21	21-Sep-18	Joe San Agustin, Senator and Education Chair, 34th Guam Legislature
22	25-Sep-18	Dr. Phillip Herman, Director, Regional Educational Laboratory (REL) Pacific
23	25-Sep-18	Lt. Governor Ray Tenorio
24	25-Sep-18	Jon Fernandez, GDOE Superintendent
25	25-Sep-18	Dr. Joe Danek, The Implementation Group (TIG)
26	25-Sep-18	George Fraser, Australian Ambassador
27	1-Oct-18	Marciano De Borja, Philippine Consul General
28	2-Oct-18	Capt. Daniel Turner, Commanding Officer, Naval Facilities Engineer Command
29	3-Oct-18	William Leon Guerrero, Former BOR Chair
30	5-Oct-18	Archbishop Michael Byrnes
31	8-Oct-18	Dave Sanford, John Onedera and Daphne Shimizu (Guam Board of Accountancy)

Internal meetings (sample)

	Individual or Group	Position
1	Dr. Anita Enriquez	Senior Vice President, Academic and Student Affairs
2	Randy Wegand	Vice President, Administration and Finance
3	Vicki Renacia	Legal Counsel
4	Jonas Macapinlac	Director, Integrated Marketing Communications
5	Norman Analista	Director, Development and Alumni Affairs
6	David Okada	Chief Planning Officer/ Interim Executive Assistant to the President
7	Meeting	Board of Regents
8	Betty Gayle	Board of Regents, Chairperson
9	Meeting	UOG Endowment
10	Dr. Wilfred Leon Guerrero	UOG Endowment Chairperson
11	Meeting	RCUOG Board of Directors
12	Dr. Robert Underwood	RCUOG Chairperson
13	Rommel Hidalgo	Chief Information Officer
14	Deborah Leon Guerrero	Assistant Vice President, Institutional Effectiveness
15	Dr. Troy McVey	Interim Assist Vice President, Acad Excellence / Dir of Graduate Studies
16	Dr. Lee Yudin	Dean, College of Natural and Applied Sciences (CNAS)
17	Dr. James Sellmann	Dean, College of Liberal Arts and Social Sciences (CLASS)
18	Dr. Annette Santos	Dean, School of Business and Public Administration (SBPA)
19	Dr. Alicia Aguon	Dean, School of Education (SOE)
20	Dr. Margaret Hatttori-Uchima	Dean, School of Nursing and Health Sciences and Social Work
21	Dr. Shahram Khosrowpanah	Interim Dean, School of Education (SENG)
22	Remy Cristobal	Interim Dean, Enrollment Management and Student Success (EMSS)
23	Dr. Monique Storie	Dean, University Libraries (RFK Library / Micronesian Area Research Center)
24	Dr. Mary T.F. Cruz	Faculty Senate President
25	Meeting	Faculty Senate
26	Cris Toves	Staff Council Chairperson
27	Meeting	Staff Council
28	Evander DeGuzman	Student Government Association (SGA) President
29	Meeting	Student Government Association (SGA)
30	Dr. Roseann Jones	Faculty Union President
31	Dr. John Jenson	Water and Environmental Research Institute (WERI) Director

Alumni gatherings

	Date	Location	Activity	Attendees
1	10/8/18	Healthy Fix, Tamuning	Meet and Greet with alumni at IP&E/IT&E	Over 20 alumni
2	10/11/18	Docomo Headquarters	Meet and Greet with alumni at Docomo	Over 20 alumni
3	11/8/18	Coast360 Headquarters	Meet and Greet with alumni at Coast360	Over 10 alumni
4	11/17/18	Dusit Thani Guam	UOG Alumni Reunion	Over 40 alumni
			Distinguished Alumni Awards	Winners: BG Diron Cruz, Military Dr. Ronald Canos, SOE Gener Deliquina, SBPA Valerie Reyes, SOH Dr. Juan Rapadas, CLASS Margaret Denney, CNAS
5	11/29/18	GWA Gloria B. Nelson Building	Meet and Greet with alumni at GWA	Meeting with over 20 alumni
6	12/5/18	SBPA Multi-Purpose Room	Celebration of School of Nursing's accreditation with nursing alumni	Over 30 alumni
7	12/6/18	GTA Headquarters	Meet and Greet with alumni at GTA	Meeting with over 30 alumni
8	1/7/19	East West Center	Meet and Greet with alumni in Honolulu	Dr. Tom Brislin, Mike Martin
9	1/11/19	Koko at Kalia	Meet and Greet with alumni in Honolulu	BG Tracy Smith, Col. Ret. Reynold Palaganas, Col. Ret. John Chiu LTC (Ret.) Patrick Guzman, LTC (Ret.) Serafin Meno, MAJ Romaine Aguon Dr. James Viernes, Kisha Calvo, Vito Calvo, Jr.
10	2/18/19	Hotel Rocore Naha	Meet and Greet with alumni in Okinawa	Celestino Aguon, Tonilynn Aguon, Alan Diaz
11	2/23/19	The Implementation Group	Meet and Greet with alumni in Washington, D.C.	Over 20 alumni Notable guests: Congressman Mike San Nicolas Congresswoman Amata Radewagen, and former Congresswoman Madeleine Bordallo
12	3/2/19	Red Star bar	Meet and Greet with alumni in Portland	Ladera Linn, Ryan Rupley, Jezaiah Valencia, Archie Matta
13	3/3/19	Maggie Bluff's	Meet and Greet with alumni in Seattle	Dr. Ulla Craig and Dr. James Craig

Marketing

2020-2024 Strategic Marketing Plan

2020-2024 STRATEGIC MARKETING PLAN aims to:

- Increase enrollment
- Strengthen the institution's reputation in Guam and beyond
- Align communication efforts across campus
- Position UOG as the premier higher education institution in the Western Pacific & a key partner among Pacific Islands

2020-2024 Strategic Marketing Plan

INITIATIVE 1: STUDENT RECRUITMENT

- Increase both Undergraduate and Graduate enrollments
- Support establishment of an International Recruitment Office
- Implement a Customer Relationship Management (CRM) tool
- Help develop new markets: Military, Transfer, Degree-Completers, Professional Development and Training



2020-2024 Strategic Marketing Plan

INITIATIVE 2: VISIBILITY

- Improve public visibility of UOG academics, research, and service
- Promote UOG's reputation as the higher education leader the Region
- Develop and execute an institutional visibility and awareness campaign
- Highlight outstanding programs, students, faculty, and alumni stories in traditional and new media
- Promote faculty as content and industry experts



2020-2024 Strategic Marketing Plan

INITIATIVE 3: ALUMNI RELATIONS & ADVANCEMENT

- Invigorate UOG's relationship with alumni:
 - Communication strategy
 - Events and connections
- Help grow UOG's Development & Alumni Engagement capacity
- Build the UOG network and connect with CHamoru and Guam diaspora



2020-2024 Strategic Marketing Plan

INITIATIVE 4: MARKETING COMMUNICATIONS

- Implement cohesive Marketing and Communications activities across UOG
- Strengthen internal and external communication
- Produce state-of-the-art marketing and recruitment materials
- Develop more effective internal and external communications
- Develop on-campus MarCom talent



2020-2024 Strategic Marketing Plan

INITIATIVE 5: BRANDING & MERCHANDISING

- Increase brand awareness and affinity through:
 - Triton Store
 - Logo Merchandise
 - Licensing
 - Unified messaging and advertisement plan
- Implement unified branding in all digital and printed materials
- Evaluate and benchmark branding and editorial style guidelines
- Implement UOG logo licensing and merchandising programs



2020-2024 Strategic Marketing Plan

INITIATIVE 6: WEBSITES, WEB APPLICATIONS, & MOBILE APPS

- Continuously improve UOG's website, web services, mobile apps
- Implement "Student Portal" for UOG web services
- Promote UOG's online course and degree offerings
- Continue moving manual processes to online

2020-2024 Strategic Marketing Plan

INITIATIVE 7: TRITON EXPERIENCE

- Create a “Triton Experience” for all who visit the UOG campus
- Contribute to the “Student First” customer service initiative
- Create a campus Welcome Center
- Develop a campus visitation program
- Implement a campus signage and way-finding system
- Develop orientation programs for new students and new employees



Academic Reputation

Raising UOG's Profile

- Highlighted UOG's Land Grant and Sea Grant status—applied for higher level for Sea Grant
- Strong focus on accreditations:
 - Maintaining strong overall WASC accreditation
 - Renewed max 8-year renewal for Nursing accreditation
 - Renewed max 7-year renewal for SBPA accreditation
- WERI again ranked among the TOP EIGHT of 54 national institutes in US
- Renowned Marine Lab at core of new EPSCoR grant



Raising UOG's Profile

- Western Pacific regional mission—GCC, PAA, NMC, COM-FSM, CMI
- U.S.-Affiliated Pacific connections—PPEC, REL-Pacific, Islands of Opportunity Alliance with UH, ASCC, Chaminade, HPU
- Pacific Islands collaborations—USP-Fiji, FNU, USP-Alafua, NUS
- Island Universities collaborations--8-Univ Presidential Summit at CISX
- International Higher Education Partnerships—6000+ English language students and 150+ partnerships in Japan, S Korea, China, Philippines



Raising UOG's Profile

- Attracting students from all Guam high schools plus Texas, Korea, Japan
- 3rd year of 100% NCLEX pass rate in Nursing three consecutive years
- UOG has chartered nine national and international honor societies, including:
 - Lambda Pi Eta (for Communications)
 - Sigma Tau Delta (for English)
 - Sigma Beta Delta (for Business Administration)
 - Blue Key Honor Society (service-focused for all disciplines)

Growing the Size of the Pie

Attracting Financial Support

- Drafted proposed “UOG as a 21st Century University” Bill to promote ability to form Public Private Partnerships (PPPs)
- Current PPP projects in development include the Shrimp/Talapia Hatchery and International Residence Hall
- Focus on new markets including international students, military, transfer students, professional certificates, and corporate training
- Revenue Expansion Team led by SVP Dr Anita Enriquez has identified **\$1.53M** in potential revenue from new projects for AY19-20
- Growth of Federal grant portfolios and contracts to \$64M

Attracting Financial Support - UOGEF

- University of Guam Endowment Foundation 2018 report:
- “G is for Giving Campaign” raised \$33K surpassing prior goal of \$21K
- Proceeds benefitting student scholarships, programs, and research
- CIS garnered the most in donations by raising \$10,599
- 2018 Corporate Giving topped \$970,000.



Attracting Financial Support - UOGEF

Examples of New Scholarship and Institutional Partner Funds:

- Dr. Karri Perez Entrepreneurial Scholarship (Endowed) - \$26,180 so far
- Jon Anderson Journalism Scholarship - \$2,095 raised so far with plans for a golf tournament later this year
- Triton Athletics General Fund (Booster Club and Triton Productions)
- Outreach & Engagement Fund
- Integrated Marketing Communications Fund
- Information Technology Fund
- School of Engineering Building Fund



Attracting Financial Support - UOGEF

2019 Q1 contributions received greater than \$2,000 from nine companies and individuals for a total of \$111,100

- Takagi & Associates = \$45K
- Bank of Hawaii = \$25K
- UOG Sea Grant = \$15K
- Bank of Guam = \$11.1K
- Hawaiian Rock = \$5K
- IP&E Holdings = \$5K
- Kathleen Owings-Jones = \$2.5K
- Guam Southern Soil & Water Cons. District = \$2.5K



Attracting Financial Support - UOGEF

2019 Cultivating Donors, a few examples:

- Tom Tajalle of BT, Inc. – Room naming of renovated recreation room and atrium area at one of the dormitories
- Dr. Chen of American Medical Clinic – possible naming opportunity of digital library and/or endowed faculty position
- Ms. Susana Parks – possible naming opportunity for MARC Digital Library
- Hawaiian Rock Products – Noted \$275K pledge for SENG building supplies given at time of USDA application



Attracting Financial Support - UOGEF

Envisioning New Naming Opportunities

- Currently reviewing prior naming price lists and reviewing opportunities with deans and advisory groups
- SENG – rooms, building, equipment donations, scholarships, endowed faculty chair
- SBPA – rooms, donor walls with tiles and tiered donor levels
- Athletics – arena, tennis courts, fields, classrooms, score board/time clock, bleacher areas



Wrapping-up Good-to-Great (G2G)

Sorting Tasks that are Done from those to be included in the New SP

- In 2014, G2G had a total of 205 tasks: 94 tasks got done in Phase I
- By January 2019, there were 111 tasks remaining in six focus areas:
 - **Academics:** Items 1-57
 - **Financial and Administration:** Items 58-83
 - **Devolution:** Items 84-86
 - **Staff and Workforce Portfolio:** Items 87-97
 - **Student Experience:** Items 98-108
 - **Plant Facilities and Fund Raising:** Items 109-111

G2G wrap-up – Example



AREA: FOCUSED EMPHASIS: DEVOLUTION					
No	Task	Status	Notes	Deadlines	Responsible Entity
84.	Develop a plan for Devolution of Business and Personnel Management Services, to include staff cross training and upgrades as well as a system of affixing new responsibilities and accountability processes to accompany the devolution. Implementation will occur subsequently per unit on an "as ready" basis.	Ongoing	Supervision/leadership/evaluation of UOG accountants is a concern that needs to be addressed.	Randy to have plan on March 8	CHRO/Comptroller/VPAF
	Cross Training activities for Business office staff and CNAS Accountant	DONE	October 2016; Jan 2016; April 2016	October 2016	Comptroller
	HR meets regularly with College/School administrative support personnel to discuss updates, improvements, and enhancements and receive feedback.	Strategic Plan	Updated Oct 2017	See CNAS	CHRO
85.	Comptroller's Office/Business Services - reduction of centralized staff over time with increased focus on audits, investments, financial analysis and reporting. Centralized services will transition many payroll and procurement services out of Business Office. Reduction of centralized staff Transition of services out of business office	Strategic Plan		Randy to have plan on March 8	VPAF
	1. Travel Policy	DONE	Strong resistance from AA/AO	April 2016	
	2. eReg/ePO (purchase order)	Ongoing	Not all units are online	June 2016	
	3. Payroll centralized services (Dee/Lean)	DONE		May 2016	
	4. W-2 online access via WebAdvisor	DONE	Need ITRC support and employee consent required	March 2017	
	5. Payroll check image via WebAdvisor	DONE	Employee consent required		
	6. 100% payroll direct deposit	DONE	Needs executive directive		
86.	eWorks, Web Advisor and automated workflows will replace inefficient and intensive manual systems and processes. Outsourcing will be explored beyond that for our website and email.	Strategic Plan	See Task 125 – updated Oct 2017		CIO
	Office of Information Technology will work with Business Office, Financial Aid Office and Human Resources Office to convert paper based processes for procurement, attendance, time-keeping, and human resources on-boarding. Pilot implementation of electronic versions of processes (135.6). Roll out new processes upon proven capability to work.	Ongoing			

G2G wrap-up

By March 9, 2019 – 111 tasks were sorted by:

52 - Done

27 - Ongoing

2 - No longer relevant/reconsidered

30 - Move to the new Strategic Plan or a Unit's plan

**Progress on
Para Hulo'
2019-2014 UOG
Strategic Plan**

2019-2024 Strategic Plan update

- UOG's 2010 Plan culminated with G2G: Now it's time for a new plan to stretch to next WASC accreditation visit in 2024
- Strategic Planning Team formed Jan 2019:
 - President's Council (16 people) plus 11 faculty, staff, SGA President
- Using prior work from G2G and Collaboratoriums plus surveys to reach 930+ employees and 3,700+ students

Our Planning Framework

Phase I: Feb to April

Phase II: May to August

UOG Strategic Plan: 2019-2024+ Para Hulo - *Ever upward!*

V1.0.0

Phase I. February - April

Q1. Think big, think about the long-term impact UOG can have on Guam, the region, the world. What is the best possible shared future? Avoid talking about any discipline. 15 words or fewer.

Vision



Q2. Reality check! What do we need to know so that we are fully-aware of forces inside and outside the institution. Best plans are fully-informed.

External Environment		Internal Environment	
Stakeholders	Trends	Organizational Atmosphere / Culture	Resources
Competitors	Collaborators	What works well?	What needs to be improved?

Q3. Shared values keep the people an organization on track - It's how we pledge to treat each other.

Shared Values
[Values and specific behaviors everyone has agreed to abide by. Most critical to working effectively, together.]



Q4. UOG's current Mission Statement is: Ina (enlightenment), Diskubre (discovery), and Setbe (service). This is "how" UOG does its work. Now we need some words to preface these hows to describe our niche. We need clear, concise, useful words that describe our uniqueness-of-mission: cultures, languages, islands, island character, our region. 15 words or fewer.

Mission
[Big picture/high altitude/ long range: group's niche described by what, where, how]



Q5. More grounding before start making future plans.

S.W.O.T.	
Strengths	Weaknesses
Opportunities	Threats

Strategic Initiatives	
SI 1.	SI 2.
SI 3.	SI



Phase II. May - August

All activities flow up - through our Mission Statement - and contribute to our Vision Statement; the legacy we want to leave for others.

Q6. We can't do everything that everyone wishes, so what criteria will we use to sort high from low priority ideas?

Priority Criteria
Between and within Strategic Initiatives, Goals, Objectives, and Actions - what criteria will be used to prioritize these components?
1) _____
2) _____
3) _____



Based on our final Strategic Initiatives, what are our Goals, Objectives and Action details?

Goal(s)	Objective(s) (measurable, with dates)	Action(s)	Anticipated Impact(s)	Priority (H/M/L)	Leader + Team	Start + End Date, 1-5 yrs, 5-10 yrs	Resources Needed	Success Factors + Evaluation	Obstacles + Contingency Plans	Done + Celebrate!
G 1.	O 1.	A 1.								
	O 2.	A 2.								



2019-2014 Strategic Plan update

Phase I:

- Vision
- External & Internal Environmental Scans
- Shared Values
- Mission
- S.W.O.T. - Strengths, Weaknesses, Opportunities, Threats
- Strategic Initiatives
- Priority Criteria

2019-2014 Strategic Plan update

Phase II: Develop for Each Strategic Initiative:

- Goals
- Objectives
- Actions
- Team Lead

2019-2014 Strategic Plan update

Phase III: Following BOR approval ...

- Initiation of efforts along prescribed timeline
- Precise tracking and reporting on public-visible website
- Course corrections, as needed
- Acknowledgment and celebrations of successes
- Open to other opportunities, and course corrections, as they arise



Draft Working Vision

Visions are about the impact we want to have, long term, within the scope of our Mission

Transforming lives, advancing communities ...



Current reality: External Scan - Stakeholders

- Students / alumni
- Faculty / employees
- Employers
- Regional and international partners
- Community
- Prospective students

Current reality: External Scan - Trends

- Global perspective
- Distanced ed / on-line courses
- Environmentally responsible
- Advances in technology
- Changing relationship with the region
- Decreases in funding
- Economic uncertainty - locally and globally

Current reality: External Scan – Competitors & Collaborators

Competitors

- Online programs / universities
- Hawai'i / Mainland U.S. universities
- Community colleges - local/regional
- Military
- Private / public sectors

Collaborators

- GCC and other CCs in Region
- Guam Dept of Education
- Private high schools in Guam/Region
- Private sector partners
- Public / GovGuam and Region
- Other institutions of higher learning
- US Federal partners

Current reality: Internal Environment – Organizational Atmosphere / Culture: what works well?

- Diverse students / faculty
- Land Grant university status
- Great & innovative people who believe in UOG
- Governance structure
- Research (depth & variety)
- Opportunities
- Community partners

Current reality: Internal Environment – Resources: What needs to be improved?

- Need resources, especially from GovGuam
- Need stronger student support and services
- Need to be more proactive vs reactive
- Need more collaboration (be less siloed)
- Need more succession planning/cross-training

Current reality: Internal Environment – Resources: What needs to be improved?

- Transformation of organizational sub-cultures - tension between support units and faculty operational units (academics)
- Student-faculty engagement (Improve two-way connectedness between students and faculty)
- Increasing public visibility/fostering public confidence in UOG
- Gaining recognition that UOG is an investment (not an expense)
- Building on strengths of alumni and cultivating alumni relationships
- Student Center / facilities (in general)
- Improved student-life experience

Shared Values (draft): UOG's behavioral compass

Campus-wide

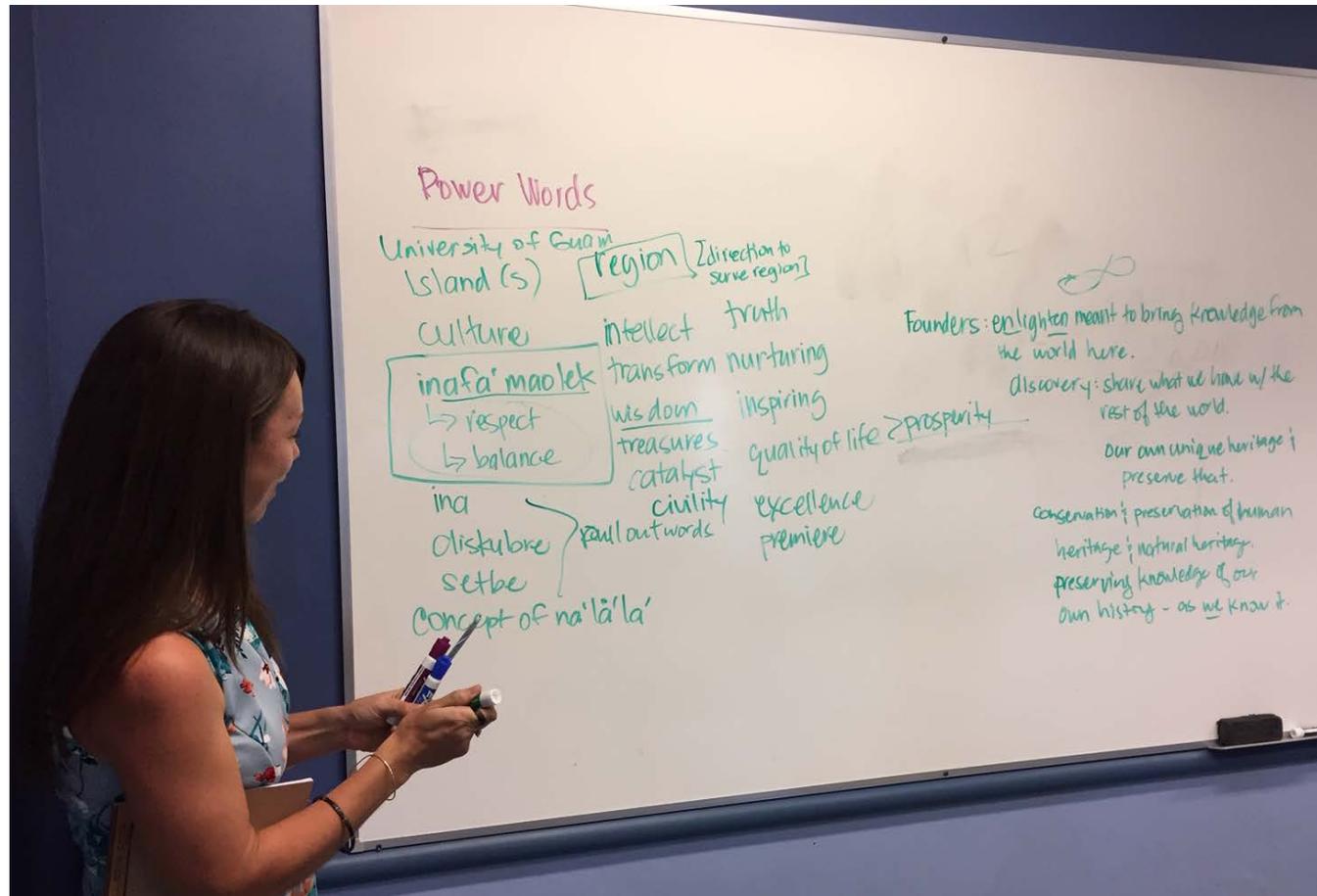
- Respect and Supportiveness
- Honesty, Integrity, Trustworthiness and Dependability
- High Standards
- Diversity
- Community Engagement
- Sustainability and Campus Beauty
- Innovation and Proactivity

Role Groups

- As Students
- As Staff Members
- As Faculty Members
- As Administrators

The Co-creative Process in Crafting Values!

Working to enhance the words around Ina, Deskubre, and Setbe *we called in the spirit of Thomas Jefferson!*



Where we are now on our draft Mission . . .

"INA, DISKUBRE, SETBE: The University of Guam enlightens (Ina) and empowers the region to discover (Diskubre) island wisdom and global truths with a commitment to educational excellence, responsible research, and service (Setbe) to the world."



Opportunities - public input (available in 2 weeks)

UOG SP Off Campus Opportunities Survey

iQ Score: Fair | Published

▼ Default Question Block | Block Options ▼

Q1  **Dear Guam Community:**
The University of Guam is in the middle phase of its new strategic planning process called Para Hulo' – Ever Upward – that will guide UOG over the next five years, and we need your help imagining the future UOG. More about Para Hulo' can be found here: <http://www.uog.edu/parahulo>

Today, we are looking for a few brilliant ideas - Opportunities - that are practical and unique, and that can create significant and sustained economic, social, and/or environmental impact for Guam and the Region. Perhaps you have that amazing idea for UOG?

Please contribute your thoughts in this quick five-question survey below - **click on the green arrow box at the bottom to start the survey.** Though we may not be able to pursue and/or fund all ideas, we will certainly consider every single one we receive.

This survey will close Thursday, April 18, 2019 at noon.

Si Yu'os ma'åse'
Thomas W. Krise, Ph.D.
President & Professor of English

Opportunities - public input (available in 2 weeks)



Now, think about UOG's **Opportunities** for increased impact. Please fill in content for each of these questions so we understand your idea more thoroughly.

What one (1) Idea/Opportunity could UOG embrace that would have a significant impact on Guam and the region? (to help improve Guam and/or the Region with UOG's education, research, and outreach capabilities) (150 characters max)

Characters remaining: 150

What makes UOG THE best place (in our region) to work on this Idea/Opportunity? (150 characters)

How should ideas be prioritized?

26 suggested criteria so far, including ...

1. Fit to mission: Meets relevant demand and is aligned to institution's mission
2. Quality of program / activity: improve the quality of all (faculty and student) research findings; Strengthens quality and integrity of degree program
3. Financial sustainability and efficiency, productivity: Net return on investment over 10 years
4. Demand and relationships: Filling an untapped formal or informal educational niche, or the expansion based on a large enough market base.
5. Student Experience: Efforts that will substantially improve the student experience and ensure that the students are receiving appropriate services in line with the financial contributions they make to the University.
6. Organizational efficiency: promote projects that improve the effectiveness of our people

Next steps

- Conclude Phase I
- Work on plans to get the right people involved in Phase II
- Communicate, communicate, communicate

QUESTIONS?



Plant and Facilities Update: April 12, 2019

3.1 Plant and Facilities Update

- School of Business and Public Administration AC system: SBPA AC bid packet closed March 15, with one bidder: Ability Solutions. Ability is currently UOG's outsourced AC contractor. Their equipment bid complies with UOG specifications and bid price at \$422k is under government estimates of \$450k.
- Campus lights update: GPA has installed 14-250W LED streetlights at the Science Bldg and Fine Arts parking lots. Two GPA lights will be installed at the CNAS temporary parking lots. Tripod flood-lights systems have been installed at the Science and Science Annex classrooms and the Fieldhouse roofs.
- Campus AC issues: ongoing mini-split unit installations at School Of Education as a bridge solution to the aged and failing AC system. Exploring phased, affordable, and alternative solutions.

3.2 CIP Update:

1. Ongoing CIP Projects:
 - Science Building Chemistry Lab / Classroom Expansion - permit set drawings approved for construction. Coordinating pre-construction meeting with tenants and reviewing submittals.

3.4 Update on the Student Success Center and Engineering Annex Projects

- Engineering Annex: Bascon and A/E team submitted 100% permit set drawings for GovGuam agency review April 1. As of 4/10, awaiting three remaining agencies to complete their review: GEPA, GFD, and DPW. Once completed the approved permit set and performance bond will be submitted to USDA for the NTP. Bascon has installed wheel stops for temporary parking and relocated the service vehicle parking to backside of DC 26.
- Student Services Center: procurement is ongoing and the RFP closes April 15, 2019.

3.5 Storm Water Outfall: Bascon is about 80% complete, anticipating a mid/late-June completion.

3.6 New Student Housing / PIP Dorm / DORM A: Plant Management is working with SBPA Regional Center of Public Policy Director (RCPP), Dr. John Rivera, to prepare an RFP for legal services to draft the partnering agreement between developer and UOG. Anticipated release in two weeks.

3.7 Update on Triton Engagement Center: RCPP is also helping assemble the pre- and full applications. Anticipating to submit the pre-application April 30, while the full application's submission will be early 3rd QTR 2019. VPAF is working on a Financial Feasibility Report.

3.8 Update on the Guam Cultural Repository Project: SSFM has completed 100% Cultural Repository concept floor plan and building program. The design-build construction RFP scheduled release July 2019, public advertisement for 60 days, with an 18 month construction timeframe. Facility completion about 3rd to 4th QTR 2021.

3.9 UOG Green - The Center for Island Sustainability conference was held at the Hyatt Regency Guam between April 8 to April 12.

3.10 IT Infrastructure – Rommel Hidalgo has left for Cal State Fullerton. VPAF is acting CIO.

- 3.11 Organizational Restructuring** - VPAF announced Mr. Sonny Perez is UOG's new Capital Project Manager. VPAF applied for a grant to fund the Facilities Management Improvement Plant where the American Physical Plant Administrators evaluate UOG's plant operations, prepare performance standards, and purchase a computerized maintenance management system; no notification has been received. We are waiting to hear from this before doing further restructuring. Dave Okada and Jim Hollyer will be leading Plant and Facilities while we do an assessment of the unit and update the position description for the job.
- 3.12 GPA / Siemen's Proposal** - VPAF reported he is working with GPA and Siemens for an Industry Grade Audit services to identify best opportunities for energy savings and improve efficiencies campus-wide. GPA/Siemens earlier proposed to finance the post-audit activities, such as equipment purchases but these discussions stalled since UOG will have to finance the equipment replacements. This effort now requires legislation. This project can qualify under the 21st Century bill, allowing UOG to apply for financing on its own.