



**UNIVERSITY OF GUAM
UNIBETSEDÁT GUÅHAN**

Board of Regents

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**Regular Meeting Minutes
September 25, 2025**

1.0 CALL TO ORDER

The regular meeting of the board of Regents (BOR) was called to order by BOR Chairperson Regent Agapito A. Diaz on Thursday, September 25, 2025 at 5:32 p.m. The meeting was held in the UOG RFK Library Silent Room and via Zoom.

The Chair welcomed all attendees and noted that the meeting was being conducted in compliance with Guam’s Open Government Law. The meeting was open to the public and live-streamed on UOG’s YouTube channel (@youtube.com/uogtritons). The agenda for the meeting had been properly posted in accordance with the law.

The Chairperson reminded attendees to maintain decorum throughout the proceedings, to be respectful in their comments, and to refrain from causing disruptions. In the event of disruptions, individuals could be asked to leave. These guidelines applied to both in-person and virtual participants. Online participants were asked to keep their microphones muted unless called upon to speak.

It was also noted that the meeting was being both recorded and live-streamed. By attending in person or virtually, participants consented to being recorded, including any remarks made during the open presentation.

QUORUM

**Agapito A. Diaz
Mike W. Naholowaa
Christopher L.C. Duenas
Janice P. Malilay
Joanna T. Chun
Edward F. Ulloa
Devin C. Santos**

**Chairperson
Vice Chairperson
Treasurer
Member
Member
Member
Member**

ALSO PRESENT

**Anita Borja Enriquez
Anthony Camacho
Kalyne Roberto**

**President/ Executive Secretary
General Counsel (Zoom)
Recording Secretary**

2.0 Meeting Minutes

2.1 Regular Meeting Minutes of April 24, 2025

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

2.2 Special Meeting Minutes of May 29, 2025

Chairperson Diaz asked if there were any corrections or discussions regarding the regular meeting minutes as presented. Regent Malilay moved to approve the meeting minutes subject to corrections. Regent Naholowaa seconded the motion. During discussion, regent Malilay noted a typographical error. Chairperson Diaz asked if there were any other corrections or comments; none were offered. Chairman Diaz called for a vote to approve the Special Meeting Minutes of May 29, 2025 subject to corrections. The motion passed unanimously.

2.3 Special Meeting Minutes of August 19, 2025

Regent Ulloa moved to approve the Special Meeting Minutes of August 19, 2025, which was duly seconded by Regent Chun. Chairman Diaz asked if there was any discussion. Regent Malilay pointed out a typographical error in the Special Meeting Minutes. Hearing no other comments, Chairman Diaz called for a vote to approve the Special Meeting Minutes of August 19, 2025 subject to corrections. The motion passed unanimously.

3.1 CHAIRPERSON'S REMARKS

Chairperson Diaz opened the third quarter regular meeting by welcoming members of the Board of Regents, President Enriquez, administration, faculty, staff, students, and community partners.

He extended a warm welcome to the newest board member, Student Regent Devin Santos, emphasizing the importance of student perspective to help shape the University's policies and direction.

Chairperson Diaz also welcomed everyone to the New Academic Year 2025-2026, expressing hope for a year of growth, learning, discovery, and community.

Chairperson Diaz highlighted several milestones that have been achieved by the University over the past several months, including:

Formal Endorsement of the Academic Master Plan that runs from 2025 - 2030. This five-year road map is designed to promote academic excellence, support student success, strengthen research, and deepen community engagement. Student centered changes include reducing the total credits for graduating from 124 credits to 120 credits, relaxing some upper division requirements, improving transfer articulation agreements, and ensuring all degree programs include internship components.

Several research initiatives and community engaged projects include the Marine's published study on Nautilus chromosome sex systems, UOG EPSCOR's continuing work with NFS funding on coral restoration and biodiversity research, and the work on Dauk Oil, the Guam Green Gold which underscores the University's role in validating traditional ecological knowledge.

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Sustainable September was launched in partnership with Guam Green Growth, including a proclamation that supports the UN Sustainable Development Goals. Expansion of the drone core program, certifying employees and local agency personnel as remote pilots. Positive momentum on athletic and student life, with notable success in the Triton Volleyball League.

Chairperson Diaz also encouraged everyone to keep moving as we continue on the Academic Year 2025- 2026 by focusing on: full implementation of the Academic Plan with ongoing monitoring and reporting outcome; enhancing student support services from registration through graduation to ensure equitable access and success; strengthening community partnerships and leveraging UOG's role as center for research, culture, and sustainable development; continuing to invest in athletics, student life, co-curricular programs that build well rounded citizens and Tritons; ensuring that the board supports the resources needed whether it be financial, human, infrastructural, or all of the above.

In closing, Chairperson Diaz expressed his gratitude to President Enriquez, Senior Vice President and Provost Santos-Bamba, Interim Vice President Field, deans, faculty, staff, students, and the Board for all their hard work. He hopes that this year will be one of progress and shared achievement.

4.0 PRESIDENT'S REPORT

President Enriquez presented the Third Quarter President's Report noting that the report is guided by the *Tulos Mo'na Strategic Plan: Navigating 2025–2029* and highlights progress in student success, research and service, employee experience, financial health, and accreditation. Under Strategic Pillar 1, she reported that recruitment is underway for a Student Retention Specialist and that a part-time Behavioral Health Counselor position has been approved to strengthen student wellness. ADA training has been scheduled for faculty and staff, and a partnership with the Department of Public Health and Social Services is connecting dorm residents to SNAP and Medicaid benefits, with expansion planned across the colleges and schools. The Student Satisfaction Survey is underway and will close on September 29. She further reported that the Academic Master Plan 2025–2030, endorsed by the Board in May, has taken effect with student-centered changes such as reducing graduation requirements from 124 to 120 credits, relaxing certain upper-division requirements, improving transfer articulation, and ensuring internship components in all degree programs. Student life remains active with 47 student organizations, including over 10 new groups, and 378 students participating in New and Transfer Student Orientation. Fanuchånan 2025 enrollment totaled 2,862 students, including 645 new enrollees and 2,217 continuing students (1,948 undergraduates, 245 graduate students, and 24 doctoral students).

Under Strategic Pillar 2, President Enriquez reported that UOG hosted its 2nd Annual Research Forum on September 12-13, bringing together faculty, students, and community partners to share work in areas such as sustainable agriculture and food security, climate change adaptation and resilience, community health and wellness, education and workforce development, and the preservation of island history and culture. Land Grant programs continued to provide community workshops and trainings, including Nihi/Let's Cook, Keys to Embracing Aging, Banana and Watermelon Field Days, a Micro-Irrigation Workshop, Farmer Focus Health Seminars, BBQ Bootcamps, Meat and Poultry Processing Workshops, and a Value-Added Dragon Fruit Products Workshop, all aimed at strengthening local food systems, improving health, and supporting community resilience. She also highlighted the 2025 4-H Summer Enrichment Camp, which offered 15 workshops in STEM, health, culture, and leadership for

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youth on Guam and in the region. The 2024 Land Grant Impact Report and 2024 Sea Grant Impact Report, submitted to the Board, document measurable outcomes in health, sustainability, and youth learning, underscoring UOG's role as a trusted source of programs, research, service, and extension.

Under Strategic Pillar 3, Enrich the Employee Experience through *Inadåhi yan Inagofli'e*, President Enriquez reported that the University welcomed 14 new faculty and 12 new staff through orientations that emphasized service and collaboration and opened the Fanuchånan 2025 semester with a Faculty Assembly and Convocation on August 19. More than 200 employees participated in Staff Professional Development Day, 81 staff completed AI training, and additional sessions from the Department of Administration focused on resilience, customer service, and workplace wellness. Leadership development was advanced through the Tulos Mo'na Action Planning Retreat for Administrators, which included industry input, wellness activities, and planning for relevance and revenue growth, and through the Academic and Student Affairs Retreat led by the Senior Vice President and Provost, which emphasized student success and program priorities. She reported that the Employee Experience Task Force submitted recommendations on recognition, peer-to-peer appreciation, communication, and campus belonging, and that more than 300 employees and family members represented UOG at the Government of Guam Labor Day Picnic on August 31.

Under Strategic Pillar 4, Financial Health and Sustainable Growth, President Enriquez reported progress in advancement and philanthropy, including finalization of a Donor Wall agreement with the UOG Endowment Foundation and work with a local artist on an installation for the Dr. Lucio C. Tan Student Success Center. Tours of four new facilities were conducted to identify donor naming opportunities. She highlighted a significant corporate partnership with Matson, which pledged \$165,000 in in-kind shipping services to furnish new buildings, \$5,000 annually for student scholarships through 2027, and a \$10,000 sponsorship for an upcoming Endowment Foundation fundraiser; Matson was recognized with a Tulos Mo'na Partner in Excellence plaque. She further reported that, during the Administrators' Tulos Mo'na Action Retreat, leaders explored strategies to diversify revenue streams, including online professional certifications, expanded corporate management training, and partnerships aligned with emerging workforce needs. The Advancement Office is planning a month of donor engagement activities for Charter Month as part of the 75th Anniversary Capital Campaign, including an Employee Giving Campaign and potential gala events. Alumni engagement continues through the Alumni Spotlight Series, the planned Distinguished Alumni Awards, a Triton Alumni Mixer held on August 16, and the ongoing "G for Giving" campaign.

In the area of Accreditation and Continuous Improvement, President Enriquez reported progress on the WSCUC Accreditation Areas for Development. The Student Handbook, Code of Conduct, and Title IX policies have been updated and posted online, and a one-year course schedule is now available on self-service to support student planning and on-time degree completion. She noted increased engagement in shared governance by students and staff at Admin Council, Board of Regents, and AOC meetings. The Strategic Enrollment Management Plan is under development with consultant support and IT modernization, and distance education outcomes are being analyzed for inclusion in the upcoming Fact Book. Advancement initiatives such as the Donor Wall, Alumni Spotlight Series, Distinguished Alumni Awards, and the 75th Anniversary Capital Campaign are laying the groundwork for a comprehensive advancement plan, while the Academic Master Plan provides a framework to strengthen program review. In closing, President Enriquez stated that, under the Tulos Mo'na Strategic Plan, UOG continues to advance student success, expand research and community impact,

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invest in its people and workplace culture, and build financial resilience, and she expressed appreciation to the Board of Regents and the Triton community for their collective efforts in fulfilling the University's mission of *Ina, Deskubre, Setbe* for Guam and the region.

5.0 REPORTS FROM STANDING COMMITTEES

5.1 Student Affairs, Scholarship, Alumni Relations, and Honorary Degree (SASARHD) Committee.

5.1.1 Committee Update

Regent Chun reported that the SASARHD committee met on September 17, 2025 at the President's Conference Room with a quorum present. She reviewed and presented the proposed resolution for the Board's approval.

Regent Chun shared that Dr. Santos-Bamba reported on enrollment numbers, highlighting that 85% (645) applicants enrolled and registered for the year. Regent Chun reported that Dr. Rojas shared that the engagement with the strategic enrollment consultant has been completed and they are looking forward to more updates.

The committee also reported on student stopouts where financial issues and the advisement are identified as primary reasons for these stopouts. Regent Chun also shared that the SGA Student Government Association President Keana Ardiente also shared with the committee that they are looking to host a gala to raise funds for the stopout students struggling to return due to financial reasons.

5.1.2 Resolution No. 25-15, Relative to Approving the Continuation of FY2025, Relative to Approving the Continuation of FY2025 Student Financial Assistance Program (SFAP) Budget into FY2026.

Regent Chun introduced Resolution No. 25-15 and moved to approve, which was duly seconded by Regent Duneas. Regent Chun summarized the resolution. The motion carried.

5.2 Academic, Personnel and Tenure (AP&T) Committee

5.2.1 Committee Update

Regent Malilay stated that she would like to forego her update on the Committee as President Enriquez already addressed in her report what the committee was going to give an update on.

5.2.2 Resolution No.25-16, Relative to Awarding Emeritus Professor of Arts Status to Dr. Lewis Rifkowitz

Regent Malilay introduced Resolution No. 25-16 and moved to approve, which was duly seconded by Regent Ulloa. Regent Malilay summarized the purpose of the Resolution. The motion carried.

5.2.3 Resolution No. 25-17, Relative to Awarding Emeritus Professor of Soil Science Status to Dr. Mohammad Golabi

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Regent Malilay introduced Resolution No.25-17 and moved to approve, which was duly seconded by Regent Ulloa. Regent Malilay summarized the purpose of the Resolution. The motion passed unanimously.

5.2.4 Resolution No. 25-18, Relative to Revising the Vice Provost for Research and Sponsored Programs Position Title and Office of Research and Sponsored Programs to Vice Provost for Research and Innovation and Center for Research and Innovation

Regent Malilay introduced Resolution No. 25-18 and moved to approve, which was duly seconded by Regent Ulloa. Regent Malilay briefly explained the Resolution. The motion carried.

5.2.5 Resolution No. 25-19, Relative to Commemorating the Life and Legacy of †Lieutenant Colonel (Retired) David Willits Swanson, United States Army, as the First Professor of Military Science and the Historical Architect to Establish the First Operational Senior Division Unit of the United States Army Reserve Officers' Training Corps Program at the University of Guam

Regent Malilay introduced Resolution No. 25-19 and moved to approve, which was duly seconded by Regent Naholowaa. Regent Malilay summarized the purpose of the Resolution. The motion carried.

5.3 Physical Facilities (PF) Committee

5.3.1 Committee Update

Regent Ulloa reported that the Committee met on September 17th at 4 p.m. with a quorum present. The committee update covered construction status updates, facilities management challenges, and IT compliance.

The construction status updates include the School of Engineering at 100% complete, the Student Success Center at 93% complete, School of Health at 83% complete, and WERI at 79% complete. All projects are on track to be completed by the end of the year.

As they are approaching completion, there are some expected delays. There might be delays in voice and data connectivity. Changes and tenant requirements are being reviewed by FMS and IT for project changes. There might also be expected delays in equipment and furniture delivery.

There are several challenges. The challenges with the construction of the buildings include design-built adjustments that were discovered during construction. For example, there are non-operable windows discovered. Another challenge is integrating the new building assets into FMX application. It has been discovered that the FMX application is underutilized. There are also challenges in the manual inventory tracking and general facilities management and these are due to limited resources and funding. There might be a need for additional custodial staff for maintenance of the new buildings and additional staff support of ongoing HVAC and roof repairs. Regent Ulloa noted that despite these challenges, the team is doing a great job.

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There are also some concerns raised from the UOG Safety report regarding the need to repair fire alarm systems, elevator inspections, ADA door repairs, and security staffing. There is progress on the campus wide security and the new security AI implementation.

For IT modernization, Regent Ulloa also reported that the voice-over IP systems is on track for completion by December 2025. The expected phone utility cost savings is 50% and the IT team is requesting possible use of these savings toward other requirements.

There has been ongoing work for several cybersecurity policies and security awareness trainings. A big achievement is the ERP modernization application, which was migrated to a virtual environment improving application performance and providing 24-7 access. The need for master planning and for facilities management and IT will be addressed in future meetings.

5.4 Investment Committee

5.4.1 Committee Update

Regent Duenas reported that the Investment Committee met on September 18, 2025 at 1:30 p.m. with a quorum present.

During the committee meeting as reported by Regent Duenas, Mr. Jason Miyashita, Investment Advisor, Raymond James was able to share his outlooks and forecasts for the year and beyond. He also commented about the bond market and the 10-year Treasury. They also discussed currency wins and the price of energy and oil in the range of \$60 to \$65 a barrel. While supplies remain unaffected, they do expect a higher volatility and an increase due to impact of tariffs.

The annual market value as of June 30th was about \$28.7 million with an annual return of 6.3%, which was better than the benchmark of 5.3%. The top portfolio allocation remains in line with the University's investment policy statement. The allocation is roughly 30% US equities, 22.25% non-US equity, 27.8% fixed income, and about 20% alternative investments. As of September 10, 2025, the portfolio was about \$29.6 million with a period return of 2.6 million, or about 9%. The conservative fund market value was about 5.0% as of June 30th, and 5.15% as of September 19. The portfolio allocation of that conservative fund was about 21.7% equities, 65%, or 66% fixed income and 4.3% cash. The portfolio return since inception is about 8.3% versus the 8.6% benchmark.

5.5 Budget, Finance, and Audit (BFA) Committee

Regent Naholowaa reported that the BFA Committee met on September 18, 2025 at 3:00 p.m with a quorum present. The committee report covered the following 5 updates. The University continues to receive timely allotment from the Department of Administration and cash continues to be monitored to ensure that obligations are being met.

5.5.1 Financial Update

Financial projections for the Fiscal Year 2025 are expected to show that revenues and expenditures will break even. Current tracking of budget to actual expenditures are also projected to be close to break even.

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5.5.2 Collections Report

Collections have reached beyond the target of \$200,000 and is at \$217,000 as of July 31st.

5.5.3 Procurement Transactions and Contracts Report and Other Updates

Since the last Board meeting in April, outgoing contracts were reported and were related to the change orders for the construction of the buildings, the VoIP projects, installing typhoon shutters, and computer software licenses.

5.5.4 Resolution No. 25-20, Relative to Continuation of FY2025 General Operations, Special Appropriations, and Non-Appropriated Funds Budget into FY2026

Regent Naholowaa introduced resolution No. 25-20 and moved to approve, which was duly seconded by Regent Chun. Regent Naholowaa summarized the resolution explaining its purpose. The motion carried.

5.5.5 Resolution No. 25-21, Relative to Authorizing the Signing of Checks and Corporation Resolutions and Opening of Closing Bank Accounts, Investment Accounts or Credit Facilities.

Regent Naholowaa introduced resolution No. 25-21 and moved to approve, which was duly seconded by Regent Ulloa. Regent Naholowaa summarized the resolution explaining its purpose. The motion carried.

6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE

UOG Endowment Foundation Executive Director Katrina Perez provided an update on the Endowment Foundation. She highlighted several notable donations and payments received in recent months. These included \$200,000 from the J. Yang & Family Foundation in support of travel scholarships and the Asia Pacific Studies Center; \$100,000 from Goodwind Development Corp. as partial payment on its 60th Anniversary Capital Campaign pledge with naming rights for the Dr. Lucio C. Tan Student Success Center; \$15,000 from Terry Stotts in support of the Stotts Family Scholarship; \$10,000 from SSFM International as partial payment of a \$150,000 pledge toward the Tulos Mo'na campaign and the School of Engineering; \$10,000 from Honhui Guam in support of the Asia Pacific Studies Center; and \$10,000 from World Theater Productions in support of World Theater Productions Triton Athletic Scholarships. Additional contributions included \$10,000 each from Jones & Guerrero Company and Matson for platinum sponsorship of the November 1 Tumua comedy show launching the 9th Annual "G is for Giving" Campaign; \$6,000 from BGIS for gold sponsorship of the same event; \$5,500 from Mobil Oil Guam to establish an annual Mobil Oil Last Mile Scholarship for STEM students; \$5,125 from Matson to create the Matson Emerging Leaders Scholarship benefiting SBPA students; \$5,000 from AM Insurance for platinum sponsorship of the SBDC; and more than \$65,000 from various sponsors in support of the Center for Island Sustainability through the Conference on Island Sustainability and Micronesia Island Forum. The Foundation extended special thanks to President Anita Borja Enriquez, President Emeritus Robert Underwood, Dr. Leo Liu, Dr. Kuan-ju Chen, Dean Hiroshan Hettiarachchi, Doug Palmer, Frederick Granillo, Dr. Austin Shelton III, and other UOG personnel who helped build and sustain these relationships.

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She requested that, as Board members and UOG personnel interact with these employees and representatives of donating organizations, they take the opportunity to thank them for their continued partnership in supporting the University. In support of the President's Tulos Mo'na Strategic Plan and its capital improvement initiatives among UOG alumni, she reported that the EF is now accepting online donations for alumni plaques displaying the donor's name, area of study, and year graduated or attended UOG. These plaques will be artistically displayed in one of six UOG buildings: the Dr. Lucio C. Tan Student Success Center, the Dr. Margaret Perez Hattori-Uchima School of Health Nursing Annex, the Jesus & Eugenia Leon Guerrero School of Business & Public Administration, the School of Education, the Water & Environmental Research Institute, and the School of Engineering. Questions may be directed to Ms. Tes Reyes, Advancement Associate in the University Advancement Office, and additional information is available at <https://give.uog.edu/tulos-mona-alumni-donor-wall/>.

Finally, she announced that the UOGEF is hosting a comedy show, "Tumua: Live on Guam!" at the UOG Calvo Field House on November 1. This event will kick off the 9th Annual "G is for Giving" Campaign, with a portion of the proceeds designated to support the Tulos Mo'na pillar of college affordability. The Foundation noted that VIP seats are selling quickly and that tickets may be purchased via Guamtime.net.

7.0 OPEN PRESENTATION (3 Minutes Per Person)

Chairperson Diaz opened the floor for open presentations.

Dr. Ronald McNinch expressed his sincere support for former Regent Maria Flor Herrero and nominated her to be Regent Emerita. He also encouraged the board to consider nominating other Emeritus and Emerita to uphold academic traditions.

As an elected member of the Guam Public School Board, Dr. McNinch also urged the board to hold joint meetings with the Guam Public School Board and the Guam Community College Board as authorized under the Law 17GCA §16A. He recommended restoring the Bachelor of Arts in Education degree to strengthen the teacher pipeline.

As a member of the Faculty Senate and professor in the SBPA, Dr. McNinch addresses his concern with the Academic Master Plan as there is no data and encourages the board to use data driven reports. Another concern raised by Dr. McNinch is that the SBPA Faculty has been overwhelmed by the academic bureaucracy and the demand for online learning. He is not against online learning, he is only asking that they revisit how they are doing it. Lastly, Dr. McNinch praised their Dean and also shared how the SBPA faculty is not happy with the Faculty Senate. The SBPA faculty is only 9% of the faculty yet produces 41% of graduates. They are overwhelmed and are seeking relief.

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8.0 ADJOURNMENT

Regent Naholowaa moved that the meeting be adjourned, which was duly seconded by Regent Ulloa. The motion carried. Chairperson Diaz adjourned the meeting at 6:38 p.m., CHamoru Standard Time.



Agapito "Pete" A. Diaz, Chairperson

ATTESTED:



Anita Borja Enriquez, D.B.A., Executive Secretary