



**UNIVERSITY OF GUAM
UNIBETSEDÂT GUÅHAN
Board of Regents**

Resolution No. 26-20

**RELATIVE TO APPROVING THE AMENDMENT OF THE CHIEF OF STAFF AND BOARD
LIAISON POSITION DESCRIPTION TO THE CHIEF OF STRATEGY AND OPERATIONS**

WHEREAS, the University of Guam (UOG) is the primary U.S. Land Grant and Sea Grant institution accredited by the Western Association of Schools and Colleges Senior College and University Commission serving the post-secondary needs of the people of Guam and the region;

WHEREAS, the University of Guam Board of Regents is vested with the authority to govern and establish policies for the University of Guam; and

WHEREAS, the University of Guam continues to strengthen institutional operations, executive leadership support, strategic coordination, and the implementation of presidential and university-wide initiatives; and

WHEREAS, the current position description titled Chief of Staff and Board Liaison provides executive-level administrative and operational support to the President of the University of Guam; and

WHEREAS, the University has reviewed the position description and determined that the scope of duties should be amended to more accurately reflect the current and future needs of the Office of the President; and

WHEREAS, the amended position will be retitled Chief of Strategy and Operations to better align with the position's primary responsibilities in strategic planning, operational coordination, executive project management, institutional policy support, and cross-functional implementation of presidential initiatives; and

WHEREAS, the amended position description removes responsibilities related to the management and coordination of Board of Regents relations, including duties associated with serving as Board Liaison, and clarifies that Board of Regents liaison and support functions will be managed separately and will no longer be assigned as primary duties of this position; and

WHEREAS, the amended position description maintains the executive-level nature of the position while clarifying its focus on strategy, operations, institutional effectiveness, policy coordination, special projects, and executive support to the President; and

WHEREAS, the amendment is intended to ensure proper alignment of position duties, title, and organizational needs within the Office of the President;

WHEREAS, the UOG Administrative Council has reviewed this action and recommended that it be sent to the President for consideration and to recommend that it be sent to the full BOR for approval.

NOW, THEREFORE, BE IT RESOLVED, that the University of Guam Board of Regents hereby approves the amendment of the Chief of Staff and Board Liaison position description to Chief of Strategy and Operations; and

BE IT FURTHER RESOLVED, that the President is authorized to implement the amended position description in accordance with applicable University policies, procedures, and human

resources requirements and that the University administration shall take all necessary steps to update the official position title, position description, and related records to reflect this amendment.

Adopted this 24th day of September, 2026.



Mike W. Naholowaa, Chairperson

ATTESTED:



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

**UNIVERSITY OF GUAM
POSITION DESCRIPTION****~~CHIEF OF STAFF AND BOARD LIAISON~~ CHIEF OF STRATEGY AND OPERATIONS****SALARY RANGE: \$90,464 - \$135,696**

Revision note: Yellow highlighting identifies proposed added or revised language. Red strikethrough identifies language recommended for removal from the Chief of Staff and Board Liaison position description, primarily Board of Regents liaison responsibilities.

POSITION NARRATIVE:

~~The Chief of Staff and Board Liaison provides executive support for a wide variety of complex professional administrative duties and coordinates several programs and projects as assigned by the University of Guam President. The Chief of Staff and Board Liaison reports directly to the President, University of Guam.~~ The Chief of Strategy and Operations provides executive-level strategic, operational, and administrative support for a wide variety of complex professional duties and coordinates institutional initiatives, special projects, and operational priorities as assigned by the University of Guam President. The position supports the alignment, implementation, and follow-through of presidential priorities across University divisions and reports directly to the President, University of Guam.

MINIMUM QUALIFICATIONS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the education and experience required:

1. Master's degree from an accredited college or university;
2. Minimum of 10 years of progressively responsible experience which includes managing administrative and strategic initiatives in higher education;
3. Minimum of five (5) years of supervisory experience; and
4. Proven experience with ability to handle confidential information with discretion, to manage a large variety of details and coordinate complex projects during numerous interruptions, and to meet deadlines in a fast-paced work environment.

PREFERRED QUALIFICATIONS:

1. ~~Experience working with a board of regents/trustees/directors; and~~ Experience coordinating strategic planning, executive operations, institutional initiatives, or cross-functional projects in higher education or a public-sector organization; and
2. ~~Proven successful administrative experience in a community university setting.~~ Proven successful administrative, strategic operations, and project management experience in a community university setting.

MINIMUM KNOWLEDGE, SKILLS, AND ABILITIES:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required.

1. An understanding of and strong commitment to the mission of the University of Guam;

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Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913

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Chief of Strategy and Operations Position Description

2. Excellent verbal/written communication skills;
3. Highly organized and detail-oriented;
4. Strong organizational skills that reflect ability to perform and prioritize multiple tasks seamlessly with excellent attention to detail;
5. Very strong interpersonal skills; expert level written and verbal communication skills; and excellent listening skills with the experience and temperament to foster a cooperative, caring, inclusive learning environment for faculty, students, staff, administrators, and external constituencies;
6. Demonstrated ability to establish and maintain cooperative relationships with those contacted in the course of work and respond to sensitive matters and/or situations with discretion, tact, and confidentiality;
7. Demonstrated ability to work in an entrepreneurial, high-demanding work environment that is mission-driven, results-driven and community oriented;
8. Ability to handle sensitive and extensive confidential data;
9. Demonstrated proactive approaches to problem-solving with strong decision-making capability;
10. Proficient in the use of e-mail, word processing, spreadsheet, database, and presentation software and use of the Internet to access data, maintain records, generate reports, and communicate with others; and
11. Ability to translate strategic priorities into operational plans, timelines, deliverables, and measurable outcomes; and
12. Ability to perform and excel in a high-tech all-digital environment.

DUTIES AND RESPONSIBILITIES:

~~Provides high level administrative support and assistance to the President, including serving as primary point of contact with internal and external constituencies on matters relating to the Office of the President;~~ Provides high-level strategic, operational, and administrative support and assistance to the President, including serving as a primary point of contact with internal and external constituencies on matters relating to the Office of the President;

1. Provides high-level administrative support and assistance to the President, including serving as primary point of contact with internal and external constituencies on matters relating to the Office of the President;
2. ~~Serves as primary liaison and aide, ensuring seamless coordination of the President's schedule and administrative activities, including assisting in scheduling leadership team meetings;~~ Serves as the President's primary strategy and operations aide, ensuring seamless coordination of the President's schedule, administrative activities, leadership team meetings, and follow-through on institutional priorities;
3. ~~Organizes and coordinates executive outreach and external relations efforts; oversees special projects; and facilitates responsive, accurate, proactive, and collaborative communication with the entire University community (internal and external), as directed by the President;~~ Organizes and coordinates executive outreach, external relations efforts, and strategic initiatives; oversees special projects; and facilitates responsive, accurate,

Chief of Strategy and Operations Position Description

proactive, and collaborative communication with the entire University community (internal and external), as directed by the President;

4. Organizes and coordinates executive outreach and external relations efforts; oversees special projects; and facilitates responsive, accurate, proactive, and collaborative communication with the entire University community (internal and external), as directed by the President;
5. Oversees the administrative reviews of the University's policies, as needed;
6. Communicates policy information/updates with administrators in a timely manner;
7. Ensures guidance and support to the campus community on policy development and approval process;
8. ~~Serves as the Board of Regents (BOR) liaison with high level administrative tasks, which include meeting logistics, agenda development, scheduling, delivering of information packets, and ensuring that the BOR records, correspondence, minutes and activities are maintained within the Office of the President;~~ Coordinates implementation and follow-through of presidential strategic priorities, institutional initiatives, and cross-divisional projects, ensuring timelines, deliverables, responsible parties, and reporting mechanisms are clearly established and monitored;
9. ~~Attends all BOR meetings and ensures that BOR minutes are transcribed to official BOR records and that all official BOR records are maintained and properly secured, to include distribution as required by Public Law;~~ Prepares executive briefings, decision memoranda, talking points, reports, presentations, and other materials to support the President's leadership, planning, and operational decision-making;
10. ~~Serves as liaison to other Boards and Councils for the President, to include but not limited to, the University Endowment Board, Research Corporation of the University of Guam (RCUOG), University of Guam Press Advisory Council, and Education Tri-Board;~~ Serves as liaison to University councils, advisory groups, partner organizations, and external stakeholders for the President, as assigned, to include but not limited to the University Endowment Board, Research Corporation of the University of Guam (RCUOG), University of Guam Press Advisory Council, and Education Tri-Board;
11. ~~Manages the budgets for the Office of the President and the BOR;~~ Manages and monitors the budget for the Office of the President and related presidential initiatives;
12. ~~Coordinates travel and activities for the BOR;~~ Coordinates travel, activities, logistics, and follow-up for presidential initiatives, special projects, and executive-level engagements;
13. ~~Organizes all gatherings inclusive of regular and committee meetings, retreats, receptions, and events as directly related to the Office of the President;~~ Organizes gatherings inclusive of leadership meetings, strategic planning sessions, retreats, receptions, and events as directly related to the Office of the President;
14. ~~Assists with the process for systematic review and evaluation of the President per the model adopted by the BOR, including the development and monitoring of outcomes and plans of action for improvement based on the assessment of those outcomes and plans;~~ Supports institutional planning, operational assessment, and continuous improvement

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Chief of Strategy and Operations Position Description

- efforts, including the development and monitoring of outcomes, action items, and plans for improvement as directed by the President;
15. Develops and maintains project tracking systems, status reports, and accountability tools to monitor presidential priorities and institutional initiatives;
 16. Coordinates with vice presidents, deans, directors, and other University leaders to support operational alignment, timely decision-making, and completion of assigned initiatives;
 17. Identifies operational issues, process gaps, and opportunities for improved coordination across the University and recommends practical solutions to the President;
 18. Assists with the process for systematic review and evaluation of the President per the model adopted by the BOR, including the development and monitoring of outcomes and plans of action for improvement based on the assessment of those outcomes and plans;
 19. Participates in the process for systematic review and evaluation per the institutional effectiveness model adopted by the University;
 20. Attends the workplace regularly, reports to work punctually and follows a work schedule to keep up with the demands of the workplace;
 21. Working hours may include evenings, holidays or weekends depending on deadline requirements and special events;
 22. Completes duties and responsibilities in compliance with University standards, policies and guidelines;
 23. Uses interpersonal skills and makes sound judgments to decide how duties and responsibilities are completed between coworkers, the supervisory chain, faculty, staff, students, administrators, and customers;
 24. ~~Supports the values and institutional goals as defined in the University's Strategic Plan;~~ Supports the values, institutional goals, and strategic priorities as defined in the University's Strategic Plan;
 25. Promotes positive morale and teamwork within the functional unit and provides exceptional customer service to faculty, staff, students, administrators, customers, and community;
 26. Communicates effectively, both orally and in writing; defines problems, collects data, establishes facts, and draws valid conclusions; and effectively presents information to top management, public groups, and other groups, as needed; and
 27. To perform other duties as assigned.

Approved:

Anita B. Enriquez, D.B.A., PresidentDate: 9/24/26

UOG Administrator's Salary Scale

Amended by Board of Regents' Resolutions 26-20, 26-21, and 26-22 | September 24, 2026

Position Title		CUPA Position No.	BOR Reference	Quartile 1 80%-90% Range		Quartile 2 90%-100% Range		Quartile 3 100%-110% Range		Quartile 4 110%-120% Range	
Office of the President											
1	President			Salary Negotiated							
2	Chief Marketing and Communications Officer	#1048	03-09, 03-16	\$86,544	\$97,362	\$97,362	\$108,180	\$108,180	\$118,998	\$118,998	\$129,816
3	Associate Director, Web Development and Strategy	#5015	26-05, 05-28	\$65,927	\$74,168	\$74,168	\$82,409	\$82,409	\$90,650	\$90,650	\$98,891
4	Chief Planning Officer	#1033	03-09, 03-16	\$90,116	\$101,381	\$101,381	\$112,645	\$112,645	\$123,910	\$123,910	\$135,174
5	Chief of Strategy and Operations	#1004	20-02	\$90,464	\$101,772	\$101,772	\$113,080	\$113,080	\$124,388	\$124,388	\$135,696
6	Director, University Advancement	#1033	24-30, 03-09, 03-16, 11-01	\$90,116	\$101,381	\$101,381	\$112,645	\$112,645	\$123,910	\$123,910	\$135,174
7	General Counsel	#1036	03-09	\$122,400	\$137,700	\$137,700	\$153,000	\$153,000	\$168,300	\$168,300	\$183,600
Office of Academic and Student Affairs											
8	Senior Vice President and Provost		03-09, 03-16	Salary Negotiated							
9	Dean, College of Liberal Arts and Social Sciences	#1204	03-09, 03-16	\$109,102	\$122,739	\$122,739	\$136,377	\$136,377	\$150,015	\$150,015	\$163,652
10	Associate Dean, CLASS	#1404	06-06	\$82,763	\$93,109	\$93,109	\$103,454	\$103,454	\$113,799	\$113,799	\$124,145
11	Dean, College of Natural and Applied Sciences	(#1201+1236)/2	03-09, 03-16	\$132,106	\$148,619	\$148,619	\$165,132	\$165,132	\$181,645	\$181,645	\$198,158
12	Associate Dean, [Instruction]	#1409	06-06	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
13	Associate Director, Western Pacific Tropical Research Center	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
14	Associate Director, Cooperative Extension Service	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
15	Dean, Enrollment Management and Student Success	#1043	14-29	\$100,000	\$112,500	\$112,500	\$125,000	\$125,000	\$137,500	\$137,500	\$150,000
16	Associate Dean, EMSS and Registrar	(#1044+1045)/2	15-32	\$75,767	\$85,238	\$85,238	\$94,709	\$94,709	\$104,180	\$104,180	\$113,651
17	Director, Financial Aid and Triton One Stop	#2082	03-09, 03-16	\$61,346	\$69,014	\$69,014	\$76,682	\$76,682	\$84,350	\$84,350	\$92,018
18	Director, Residence Halls	#7076	15-16	\$57,418	\$64,595	\$64,595	\$71,772	\$71,772	\$78,949	\$78,949	\$86,126
19	Dean, School of Business and Public Administration	#1206	08-11	\$119,727	\$134,693	\$134,693	\$149,659	\$149,659	\$164,625	\$164,625	\$179,591
20	Dean, School of Education	#1212	08-11	\$108,669	\$122,252	\$122,252	\$135,836	\$135,836	\$149,420	\$149,420	\$163,003
21	Dean, School of Engineering	#1213	16-27	\$124,794	\$140,394	\$140,394	\$155,993	\$155,993	\$171,592	\$171,592	\$187,192
22	Dean, School of Health	#1230	05-34, 14-01	\$115,244	\$129,650	\$129,650	\$144,055	\$144,055	\$158,461	\$158,461	\$172,866
23	Dean, University Libraries	#1226	18-14	\$104,190	\$117,213	\$117,213	\$130,237	\$130,237	\$143,261	\$143,261	\$156,284
24	Director, RFT Micronesia Area Research Center (MARC)	#1409	12-11	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
25	UOG Press Director and Publisher	#3006*.9	21-20	\$75,538	\$84,981	\$84,981	\$94,423	\$94,423	\$103,865	\$103,865	\$113,308
26	Director, Center for Excellence in Dev Disabilities, Education, Research, & Svc (CEDDERS)	#1409	19-05	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
27	Director, Center for Island Sustainability & Sea Grant	#1409	22-38	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
28	Director, Marine Laboratory	#1205	22-39	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
29	Director, Water and Environmental Research Institute (WERI)	#1409	Sept 15, 2022, BOR	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
30	Associate Director, Water and Environmental Research Institute (WERI)	#1409	26-14	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
31	Vice Provost for Academic Excellence, Graduate Studies, and Online Learning	#2002	07-25, 16-36	\$98,941	\$111,308	\$111,308	\$123,676	\$123,676	\$136,044	\$136,044	\$148,411
32	Director, Center for Online Learning	#2012	09-01, 25-02	\$82,472	\$92,781	\$92,781	\$103,090	\$103,090	\$113,399	\$113,399	\$123,708
33	Vice Provost for Institutional Effectiveness	#2002	16-36	\$98,941	\$111,308	\$111,308	\$123,676	\$123,676	\$136,044	\$136,044	\$148,411
34	Vice Provost for Research & Innovation	#8027	16-36, 25-18	\$109,769	\$123,490	\$123,490	\$137,211	\$137,211	\$150,932	\$150,932	\$164,653
35	Director, Contracts and Grants	#3005	03-09, 03-16, 14-29	\$64,000	\$72,000	\$72,000	\$80,000	\$80,000	\$88,000	\$88,000	\$96,000
36	Vice Provost, Global Learning and Engagement	#1047	20-02	\$104,000	\$117,000	\$117,000	\$130,000	\$130,000	\$143,000	\$143,000	\$156,000
37	Associate Director, Global Learning and Engagement	#2010	09-01	\$65,209	\$73,360	\$73,360	\$81,511	\$81,511	\$89,662	\$89,662	\$97,813
Office of Administration and Finance											
38	Vice President, Administration and Finance and Chief Business Officer		14-19	Salary Negotiated							
39	Associate Budget and Administrative Process Officer	#3026	03-09, 03-16, 21-03	\$82,469	\$92,777	\$92,777	\$103,086	\$103,086	\$113,395	\$113,395	\$123,703
40	Chief Human Resources Officer	#1037	03-09, 03-16	\$83,200	\$93,600	\$93,600	\$104,000	\$104,000	\$114,400	\$114,400	\$124,800
41	Director, EEO and Title IX/ADA Coordinator	#4009	16-16	\$72,015	\$81,017	\$81,017	\$90,019	\$90,019	\$99,021	\$99,021	\$108,023
42	Chief Information Officer (benchmarked to CUPA 2013 for effective recruitment)	#1038	15-20	\$99,184	\$111,582	\$111,582	\$123,980	\$123,980	\$136,378	\$136,378	\$148,776
43	Comptroller	#1040	03-09, 03-16	\$82,072	\$92,331	\$92,331	\$102,590	\$102,590	\$112,849	\$112,849	\$123,108
44	Associate Comptroller / Bursar	#3027	10-30	\$60,011	\$67,513	\$67,513	\$75,014	\$75,014	\$82,515	\$82,515	\$90,017
45	Director, Facilities Management and Services	#1039	03-09, 03-16	\$83,360	\$93,780	\$93,780	\$104,200	\$104,200	\$114,620	\$114,620	\$125,040
46	Capital Projects Manager (benchmarked to CUPA 2013/2014 for effective recruitment)	#121000	18-26, 21-03, 22-16, 25-03	\$104,908	\$118,022	\$118,022	\$131,135	\$131,135	\$144,249	\$144,249	\$157,362
47	Risk Officer [Internal Auditor]	#1050	16-07, 20-16	\$76,287	\$85,823	\$85,823	\$95,359	\$95,359	\$104,895	\$104,895	\$114,431
48	Director, Auxiliary Services	#3050	03-09, 03-16	\$58,464	\$65,772	\$65,772	\$73,080	\$73,080	\$80,388	\$80,388	\$87,696
49	Director, Athletics & Field House	#6001	14-19	\$62,351	\$70,145	\$70,145	\$77,939	\$77,939	\$85,733	\$85,733	\$93,527

Scale is managed by UOG Human Resources Office. Updated September 24, 2026

Originating Resolution for many positions 03-09 (confirmation or establishment) and 03-16, and 15-20 for this salary framework.