



# UNIVERSITY OF GUAM CITIZEN-CENTRIC REPORT

FISCAL YEAR 2024 (October 2023 to September 2024)



## ABOUT THE UNIVERSITY OF GUAM

The University of Guam (UOG) was established in 1952 as the Territorial College of Guam. It officially became the University of Guam in 1968 through Public Law 9-233. UOG became a land-grant university in 1972 and gained administrative autonomy as a nonprofit public corporation in 1976 through the enactment of "The Higher Education Act of 1976." In 2022, UOG achieved Sea Grant Institutional Program status, making it both a Land Grant and Sea Grant institution.

UOG is accredited by the WASC Senior College and University Commission (WSCUC) and offers baccalaureate and master's degrees. Through its mission of instruction, research, and community outreach, UOG continues to impact the quality of life of Pacific Island societies, including students from various ethnicities, who will become the region's next generation of leaders.



In FY2023/24, U.S. News & World Report ranked UOG for the fourth year in a row as:

- A "Top Performer on Social Mobility"
- One of the "Best Regional Universities" in the West
- A "Top Public School" in the West
- UOG was also ranked in the Campus Ethnic Diversity Index.
- Military friendly award 2023-2024

## EMPLOYEE PROFILE

**179**

FULL-TIME FACULTY

**377**

FULL-TIME STAFF

**413**

PART-TIME  
FACULTY AND STAFF

**41**

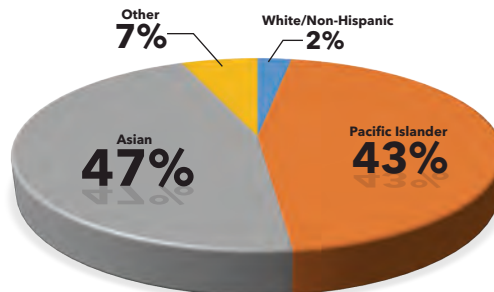
ADMINISTRATORS

**1,010**  
TOTAL EMPLOYEES

## STUDENT DEMOGRAPHICS

### ETHNICITY

Fanuchānan (Fall 2024)



Ethnicity	Count
Asian	1,369
Pacific Islander	1,255
Other	213
White/Non-Hispanic	59

### GENDER

Gender	Count	Percentage
Female	1,698	59%
Male	1,198	41%

RESIDENTS **2,843** NON-RESIDENTS **53**

SOURCE: UOG 2024 Fanuchānan (Fall) Student and Course Enrollment Report

**2,896** TOTAL STUDENTS

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## MISSION STATEMENT

INA, DESKUBRE, SETBE

To Enlighten, To Discover, To Serve

*The University of Guam unites island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respect and benefit local, regional, and global communities.*

## VISION

Transforming Lives, Advancing Communities

## EXECUTIVES

Anita Borja Enriquez, DBA  
President

Sharleen Santos-Bamba, Ph.D.  
Senior Vice President and Provost

Randall V. Wiegand, MBA, CFE,  
CGFM, CPA, CGMA, AIF  
Vice President, Administration  
and Finance and Chief Business Officer

## BOARD OF REGENTS

as of June 2025

Agapito "Pete" A. Diaz  
Chairperson

Mike Naholowaa  
Vice Chairperson

Christopher Duenas  
Treasurer

Lesley-Anne Leon Guerrero  
Regent

Janice P. Malilay, DDS  
Regent

Joanna T. Chun  
Regent

Edward F. Ulloa  
Regent

Devin Calvo Santos  
Student Regent

Anita Borja Enriquez, DBA  
Executive Secretary

<https://www.uog.edu/administration/board-of-regents/>



For more information,  
visit our website at  
[www.uog.edu](http://www.uog.edu).

# INSTITUTIONAL AND ACADEMIC PERFORMANCE

## ACADEMIC PROFILE

- Open admissions
- Semester-based
- U.S. land-grant public comprehensive university
- 16 master's degrees
- 25 bachelor's degrees
- First-year retention rate of 71%
- Online-ready courses
- In FY24, UOG's class format remains in-person, hybrid, and online to accommodate all students.



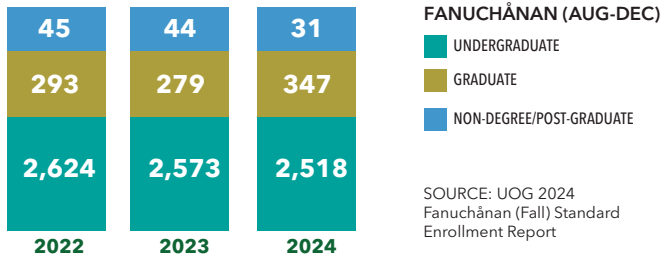
## STATEMENT OF ACCREDITATIONS

The University of Guam is accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC). Specific program accreditation is recognized by:

- Accreditation Commission for Education in Nursing, Inc. (ACEN)
- International Accreditation Council for Business Education (IACBE)
- Network of Schools of Public Policy, Affairs, and Administration (NASPAA)
- Association for Advancing Quality in Educator Preparation (AAQEP)
- Council on Social Work Education (CSWE)

U.S. Accreditation by:  
**WASC** Senior College and University Commission

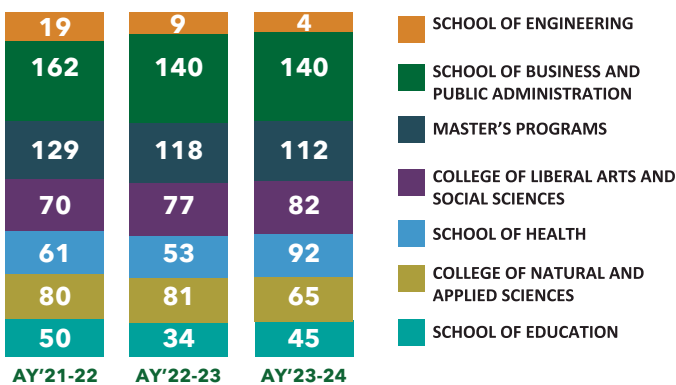
## ENROLLMENT BY DEGREE LEVEL



## GRADUATES IN ACADEMIC YEAR 2023-2024

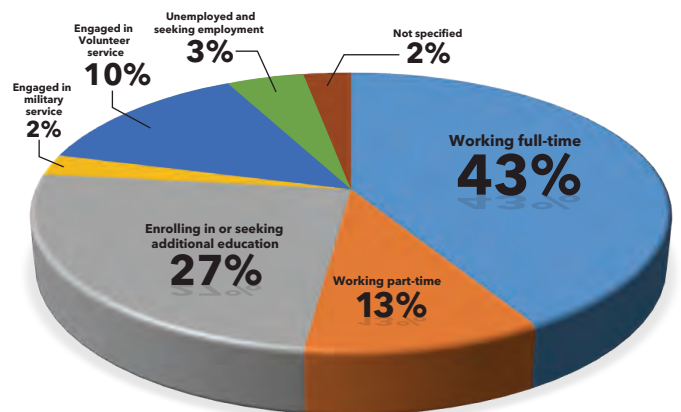


## DEGREES CONFERRED BY ACADEMIC YEAR



## ALUMNI 12-MONTH POST-GRADUATION SURVEY

### Fañomnākan (Spring 2023)



SOURCE: Office of Institutional Effectiveness (OIE)



After the successful launch of the University's first-ever online doctoral program, the University of Guam's Doctor of Education (EdD) in Instructional and Academic Leadership celebrates a strong start with 25 students in its inaugural cohort. With growing interest

from educators across the region, UOG has officially opened applications for a second cohort set to begin in the upcoming academic year. The fully online, culturally responsive program is designed to build leadership capacity across Guam and Micronesia.

## WE WANT TO HEAR FROM YOU!

Do you believe this report should include any other information?

Please contact Abigail Martin, Comptroller, at [martinarp@triton.uog.edu](mailto:martinarp@triton.uog.edu).

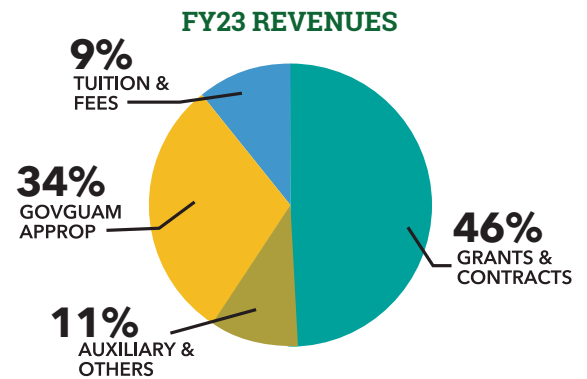
# FINANCIAL PERFORMANCE

## COMPARATIVE REVENUES (IN \$1,000)

In FY2024, university-generated revenues totaled \$77.6 million, representing 60% of the University's total revenue of \$129.4 million, while the Government of Guam allotment contributed \$43.9 million, or 34% of the total revenue. The University continues to experience an increase in grant activity, including the five-year \$20 million National Science Foundation Experimental Program to Stimulate Competitive Research (EPSCoR) grant and a \$7.5 million National Cancer Institute-funded Pacific Island Partnership for Cancer Health Equity (U54-PIPCHE) awarded in FY2020. In FY2024, USDA awarded \$5.0 million for programs related to reduction of greenhouse emission. In FY2023, the University was awarded a \$10M grant from the United

States Department of Agriculture (USDA) National Institute of Food and Agriculture. Furthermore, the U.S. Economic Development Administration (EDA) awarded the University an additional \$4.2 million for the construction of the Water & Environmental Research Institute (WERI) building and the Margaret Perez Hattori-Uchima School of Health (SOH) nursing annex in FY2023, bringing the total EDA award to \$12.8 million. Auxiliary and other revenues increased due to final insurance proceeds from Typhoon Mawar. The University incurred a net investment income of \$2.7 million in FY2023, \$7.1 million in FY 2024 and a net investment expense in FY2022.

	FY22	FY23	FY24	% Change
Tuition and Fees, Net	\$12,662	\$10,254	\$11,380	11%
Grants and Contracts	\$65,540	\$53,967	\$59,881	9%
Auxiliary and Others	\$4,595	\$7,867	\$7,175	-9%
<b>Total Generated Revenues</b>	<b>\$82,797</b>	<b>\$72,088</b>	<b>\$77,612</b>	<b>8%</b>
GovGuam Appropriations	\$35,108	\$38,083	\$43,871	15%
Others	\$0	\$2,683	\$7,125	166%
<b>Total Revenues</b>	<b>\$117,905</b>	<b>\$112,854</b>	<b>\$129,432</b>	<b>15%</b>

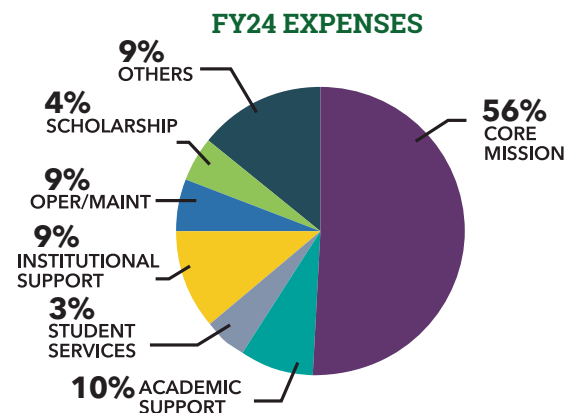


## COMPARATIVE EXPENSES (IN \$1,000)

The increase in expenses is primarily due to the operational and maintenance costs associated with utilities, repairs, and supplies, as well as expenses related to the University's core mission. Of the \$134.2 million total expenses in FY2024, \$75.6 million (56%) was directly allocated to the University's core mission. These expenses include instruction (33%), public service (32%), and research (35%). The increase in core mission expenses is primarily attributed to several

factors, including increases in salaries and benefits resulting from the 22% General Pay Plan (GPP) adjustment, faculty salary adjustment and audit adjustments related to the application of accounting standards concerning employee pensions and other post-employment benefits. The rise in the increase in insurance premiums due to external factors contributed to the increase in general expenses.

	FY22	FY23	FY24	% Change
Core Mission	\$53,300	\$61,500	\$76,605	23%
Academic Support	\$10,517	\$11,645	\$12,939	11%
Student Services	\$9,001	\$4,401	\$4,450	1%
Institutional Support	\$12,832	\$12,929	\$12,259	-5%
Operations and Maintenance	\$7,104	\$11,816	\$11,672	-1%
Scholarship	\$5,543	\$6,554	\$5,769	-12%
Others	\$9,909	\$11,533	\$11,515	0%
<b>Total Expenses</b>	<b>\$108,206</b>	<b>\$120,378</b>	<b>\$134,209</b>	<b>11%</b>



Ernst & Young, an independent auditor, issued an unmodified opinion for both the Financial and Compliance audit reports for Fiscal Year 2024. Complete reports have been posted at:

[UOG\\_FY2024](#)



# LOOKING FORWARD



## TULOS MO'NA STRATEGIC PLAN 2024-2029

The University of Guam has launched its strategic plan, Tulos Mo'na, centered on the guiding theme of "propelling forward together in unison." This plan is built around four key pillars: student success, employee engagement, community impact, and the financial sustainability and growth of the island. Under the leadership of President Anita Borja Enriquez, UOG is firmly positioning itself as a modern, mission-driven institution—advancing infrastructure, strengthening academic programs, and deepening its connection with the community.

The University has begun several important construction projects aimed at enhancing student services and academic facilities. All four buildings are expected to be completed by 2025:



**DR. LUCIO C. TAN STUDENT SUCCESS CENTER**

The Dr. Lucio C. Tan Student Success Center at the University of Guam broke ground in January 2024 and is on track for completion in September 2025. This \$22.9 million, two-story facility will span approximately 45,000 sq ft and will provide services to include academic advising, career development, financial aid, counseling, and a student hub with dining and collaboration spaces. Designed to streamline comprehensive student support, the center is expected to play a pivotal role in enhancing student achievement and fostering success across campus.



**SCHOOL OF ENGINEERING**

The University of Guam is gearing up to unveil its first dedicated School of Engineering building in late August 2025. The modern, 16,500-square-foot, two story facility has an estimated cost of \$7.9 million. Inside, students and faculty will find specialized labs for hydraulics, soil and structural testing, environmental engineering, alongside classrooms, faculty offices, and a computer lab. Along with enhancing hands on learning, this milestone underscores UOG's commitment to expanding local engineering talent to support Guam's infrastructure and regional growth.



**MARGARET PEREZ HATTORI-UCHIMA  
SCHOOL OF HEALTH NURSING ANNEX**

The Margaret Perez Hattori-Uchima School of Health Nursing Annex, named in honor of the late dean who significantly advanced Guam's nursing profession, began construction in early 2024 and is slated for completion in October 2025. This 12,000-square-foot, \$9.7 million facility will feature state-of-the-art laboratories and classrooms to support an expanded nursing curriculum. As part of the University of Guam's broader initiative to be a trusted source for qualitative programs, the annex aims to address the growing demand for skilled nurses across Guam and the Micronesian region.



**WATER & ENVIRONMENTAL RESEARCH  
INSTITUTE OF THE WESTERN PACIFIC**

A new three-story facility for the Water & Environmental Research Institute is under construction and set for completion in October 2025. The 13,000-square-foot, \$13.5 million building will feature state-of-the-art laboratories and classrooms designed to support WERI's mission. This modern facility will strengthen the institute's capacity to monitor freshwater quality and conduct vital environmental research. As part of the University of Guam's commitment to regional sustainability, it will serve as a critical resource for Guam and the broader Micronesian region.

## OUR CHALLENGES

The University faces several challenges:

- **Enrollment and Retention:** The University is still trying to recover from the loss of students from the COVID-19 pandemic and natural disasters such as Typhoon Mawar, that has greatly diminished the student count for the University. Amid ongoing enrollment concerns, UOG may implement new approaches in course requirements.
- **Technology Advancement:** The University, like other higher education institutions, will encounter challenges with the growing advancement of Artificial Intelligence (AI). The University will

need to strengthen its academic policies and technologies to utilize AI as an advantage.

- **Budget Shortfalls:** With the reliance on federal grants and local appropriations, the University is impacted due to the current state of the economy. Legislative action, new revenue initiatives, and cost management measures will be critical in the upcoming fiscal cycles.

The University is responding with fiscal planning, advocacy, and strategic partnerships, but much hinges on sustained funding and swift resolutions.

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