



STRATEGIC PLAN 2023-2028

OFFICE OF RESEARCH &
SPONSORED PROGRAMS

<https://www.uog.edu/research/>



Mission	<i>Ina, Deskubre, Setbe - To Enlighten, To Discover, To Serve</i> The University of Guam empowers the region by uniting island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respects and benefits local and global communities.
Vision	Transforming communities through excellence in research.
Shared Value	We value innovative scholarly research that is ethical and inclusive and that is culturally engaged.
Strategic Initiatives	<p>To operationalize the UOG Research Community's Vision and Mission Statements, the following Strategic Initiatives provide the framework for deliberate, timed, and impactful action.</p> <ol style="list-style-type: none">1. Place-based Research with Local, Regional, and Global Relevance2. Talent Acquisition, Development, and Support3. Infrastructure and Financial Support4. Operational Excellence (ORSP's Office)5. A Great Place to Work (ORSP's Office)

SWOT ANALYSIS:

UOG AS A RESEARCH ENTITY



Opportunities

External

- + NSF funding that rides on our EPSCoR
- + Broadening our range of grant
- + Interdisciplinary PhD Program
- + Cluster hires
- + Have/develop plan for where we are going
- + Community of practice ---> program action teams
- + "Extension ship" for HS & undergrad students
- + International Collaborations for research, post-docs, faculty and visiting scholars
- + NGOs doing lots more community work
- + Entice angel investors to invest in UOG
- + Land grant university; improve awareness
- + Monetize our service
- + Mangilao becoming research/hospital hub
- + Mentorship program
- + Build & expand networks networking events
- + Opportunities of award
- + Collaborations/partnerships with other institutions
- + Student involvement
- + Local GOV GUAM partnerships
- + Military buildup

Threats

External

- + Online Universities competing with UOG (Maryland/Phoenix)
- + Decreasing local funding
- + Geopolitical instability
- + Other institutions making in-roads into Micronesia that compete w/ UOG
- + Increased cost of living
- + Rapidly environment
- + Gen Z and their devaluation of college degree
- + GDOE pay raises & lack of parity in UOG salary
- + Out-migration; brain drain
- + Federal & local political shifts
- + Administrative turn-over
- + Climate change
- + Military build-up (environmental issues)
- + Inflation
- + Crisis; Covid, pandemic, natural disasters
- + Super grants/high Indirect Costs
- + Perception that the outside consulting services (outsource) is better

SWOT ANALYSIS:

UOG AS A RESEARCH ENTITY



Strengths

Internal

- + Opportunities for research grants
- + Location/Territorial statuses... Unique environment/location
- + Experience having received grants/existing track record
- + EPSCoR/Land Grant/ Sea Grant institution
- + Received USDA NWRR grant
- + Economically and geographically disadvantaged
- + Collaborative linkages
- + Rich historical database i.e., RFK Library; MARC; WERI; Marine Laboratory
- + DOD
- + Diversity of population-students, staff, and faculty
- + RCUOG
- + We know each other
- + Diverse Faculty and students
- + Minority Institution: rich in cultural and geographic landscape (Pacific island/AANAPISI)
- + The only 4 yr. WASC in Micronesia
- + Have the capacity to do interdisciplinary program
- + We have faculty union
- + The only research institution in the region
- + Eligibility for funding due to our location and political status
- + Have ORSP and UOG institutional infrastructure
- + Although US funded (Land/Sea Grant) still can-do international collaborations
- + Although US funded (Land/Sea Grant) still can-do international collaborations
- + Public/Private partnership
- + Powerful informal networks
- + Proximity to local business & govt leaders
- + WASC accreditation
- + Approachable administration

Weakness

Internal

- + Institutional inertia
- + Slow to scale
- + Recruiting, training, retaining good staff
- + Non-competitive pay for employees
- + Lack of long-term job opportunities
- + Over reliance on DOD funds
- + Not enough Faculty
- + Lack of administrative assistant
- + Lack of resources for research (journals and software)
- + Unclear role of faculty in research
- + Antiquated financial model
- + Lack of facilities or maintain facilities
- + Basic lack of research space
- + Indirects not enough
- + Lack of confirmation on research because not enough people to verify
- + Lack of human capacity
- + Rapidly aging faculty-no succession plan
- + Risk of becoming irrelevant to community
- + Need better PR/ communication of benefit of UOG to community
- + Inadequate grant proposal report
- + Too many interim positions
- + Too many faculty vacancies unfilled
- + Slowed distribution of who are writing grants (analyze to improve distribution of research grants and who has access to them)
- + High teaching loads
- + No internal grant review competitive process
- + Lack of awareness of grants available to PIs
- + Lack of formal system of mentoring/supporting non-research faculty in research support
- + Logistical infrastructure
- + Inability to increase tuition
- + Lack of diverse research
- + Danger of unethical practices
- + No ombudsman/ whistle blower
- + UOG financial situation (Need to build capacity due to personnel hiring regulations)
- + Decrease of local funding linked to false perceptions of not needing financial support
- + Lack of grant match



Strategic Initiative 1

Place-based Research with Local,
Regional, and Global Relevance

GOAL 1: To be recognized as a world class research institution.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To communicate our research capabilities and showcase our subject matter expertise.	Action 1: To update and maintain the UOG web directory Subject Matter Expertise (SME) and CV Anticipated Impact(s): Increased visibility, create collaborations	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: Leverage our institutional capacity to ascertain local and regional needs. Anticipated Impact(s): Doing relevant research that benefits community - needs-based research agenda.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: To facilitate collaboration within the convergence of research needs, researchers, and funding opportunities. Anticipated Impact(s): An increased in funded research tied directly to community needs.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Strategic Initiative 2

**Talent Acquisition, Development,
and Support**

GOAL 1: To develop new graduate programs that will increase research capacity at UOG.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have a two-year Master's in Statistics & Data Science by Fall 2024 (cohorts of 8-10 or 10-15 students), which will also contribute to STEM workforce development at UOG and the region.	Action 1: To continue to develop curriculum. Anticipated Impact(s): We will have a trained workforce to do analysis for research. To attract graduated students.	MEDIUM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: (To look into) Recruit more faculty into the Math and Computer Science programs. Anticipated Impact(s): Able to staff the program.	MEDIUM/HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: Develop and perform a job market survey (like SENG and SOH-NA funding) Anticipated Impact(s): We will be able to recruit more effectively; we will know who needs our graduates.	MEDIUM/HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 4: Develop a policy that allows faculty to teach graduate-level courses, and have it count as part of their regular CFES load allocation Anticipated Impact(s): Will support graduate degree programs.	MEDIUM/HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 2: To improve the recruitment and retention of UOG employees.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have a formal structure/plan for Graduate Teaching Assistantships (that include tuition waivers, and health insurance) by April 2024.	Action 1: Research how other universities make it work and the costs. Anticipated impact(s): We will know what we have to do to make the objective happen.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: To "sell" the Graduate Teaching Assistant support program to decision-makers to acquire long-term funding. Anticipated impact(s): Less burden on faculty, will be closer to developing a more sustainable ecosystem, more robust academic offerings, continue to build-out the "pipeline" of our highest quality students becoming UOG researchers, workforce/career development due to work experience.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOAL 3: To have a flexible allocation of the faculty role that supports research.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have a list of options that are financially feasible for the allocation of faculties' time/role, which support research.	Action 1: To investigate what other university research institutions are doing and how they are doing it (and covering teaching at the same time).	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Anticipated Impact(s): To be able to have an informed conversation.							
	Action 2: To codify the list of options and present to decision-makers.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Anticipated Impact(s): More faculty involved in research and increased job satisfaction.							
2. To have updated job descriptions for UOG Research Employees for PTE positions.	Action 1: To compile a list of positions and identify / adopt draft job descriptions that need to be updated or added.	MEDIUM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Anticipated Impact(s): Task and job title alignment.							
	Action 2: To embed the updated job descriptions in the UOG system, via the shared-governance process.	MEDIUM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Anticipated Impact(s): Strengthen the research eco-system.							



Strategic Initiative 3

Infrastructure & Financial Support

GOAL 1: To have additional and up-to-code workspaces.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To know research faculty needs for space by June 2023.	Action 1: To survey research faculty space issues. Anticipated Impact(s): Needs identified.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: Create prioritization criteria and prioritize the list by Dec 2023. Anticipated Impact(s): Informed decision-making.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: To act on plan. Anticipated Impact(s): More efficient research. More options for faculty.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GOAL 2: To increase informatics and technology research infrastructure so that world-class research can be conducted at UOG.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have high quality security to conduct research on an on-going basis.	Action 1: To update the recent EPSCOR IT assessment by December 2023. Anticipated impact(s): Knowing where to focus resources based on highest needs.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: Act on plan. Anticipated impact(s): Stable and secure infrastructure to do high quality research work.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: Once an assessment of existing software (e.g., statistical analysis software) on campus is conducted, to purchase software deemed high priority to support research needs. Anticipated impact(s): Increase research capacity and increase collaboration.	MEDIUM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. To increase research capability by improving access to library resources and software.	Action 1: Perform a needs assessment and identify who has what software. Anticipated impact(s): Prioritize, cost savings, and increased efficiency.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: To develop a software directory and enhance OIT's website list of software. Anticipated impact(s): Cost savings, consolidation, and sharing of resources.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Strategic Initiative 4

Operational Excellence

GOAL 1: To provide the support to acquire and manage grants.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have a campus community that knows how to write competitive grants, with an average campus-wide success rate of 30%.	Action 1: To have a continuous grant writing training and coaching program. Anticipated Impact(s): More funding, more operational money, more impact.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: Develop a grant alert/newsletter for campus subscribers. Anticipated Impact(s): 100% of everyone who wants to know about available grants will be informed as soon as information is available.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: Standardize campus communications on grants, press releases, etc., but setting up a conversation/meeting with MarComm and other campus Scientific Communicators. Anticipated Impact(s): An increased in funded research tied directly to community needs.	MEDIUM	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 4: Activate Time & Effort reporting in Cayuse. Anticipated Impact(s): Comply with accurate time and effort (T&E) reporting.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Strategic Initiative 5

A Great Place to Work

GOAL 1: To have a workplace that encourages professional development, has effective work environments, and is led by qualified, dedicated, passionate, caring, fair, and considerate professionals.			2023	2024	2025	2026	2027	2028
OBJECTIVE	BENCHMARKS	PRIORITY						
1. To have leadership that is adept, agile, and ever improving.	Action 1: To work to establish a campus leadership development program by doing some research and reconnaissance on best practices and hosting conversations to get the idea off the ground and operational. Anticipated Impact(s): To have professionals that have the capability to progress and sustain the mission and goals of an unit/office.	MEDIUM/ HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. 100% of employees have Professional Development Plans (PDP) that are refreshed every year at the annual performance evaluation, starting June 1, 2023.	Action 1: Establish an on-going electronic calendar for Professional Development opportunities. Anticipated Impact(s): Employees are constantly evolving their skill set and that will lead to increased efficiency through additional proficiency.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. To have a work environment that is always efficient, comfortable, and safe.	Action 1: To have sufficient office space to accommodate all employees - perform a space assessment. Anticipated Impact(s): Employees work comfortably (meeting International Building Code standards for office space sizes) and in spaces that are in compliance with Health Insurance Portability and Accountability Act (HIPAA) rules and other data confidentiality rules.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 2: To have infrastructure working and safe 100% of the time - do an assessment of current space for any issues. Anticipated Impact(s): Employees will be working in comfortable and safety working environments and that will lead to an increase in productivity.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Action 3: Based on Action 1 and Action 2, develop a request for ORSP Infrastructure needs to submit to Senior Leadership. Anticipated Impact(s): Getting space needs met will allow for a safer, more productive, and more compliant work environment.	HIGH	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



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