

transformation, no program will be offered that does not provide substantial and direct developmental impact to the region and its communities.

Whenever feasible, the University will develop new programs in partnership with other educational institutions. This will be especially true at the graduate level. Graduate enrollments are increasing faster than undergraduate enrollments, and within the next five years, decisions will be made about the feasibility of new Master's programs in social work, psychology, English, nursing (in partnership with a mainland university), and a flexible Executive MBA and MPA program in the College of Business and Public Administration.

Theoretically, the campus of the University of Guam can extend from Hong Kong to Omaha, with technology allowing instruction, research and service to occur over this huge area in three essential ways:

- (a) Curriculum will be developed to assure that every student at the University of Guam is computer literate and has Internet access.
- (b) An increasing number of courses will use computer technology as a large part of the instructional process.
- (c) Distance educational capabilities will regularly allow the University to provide courses to professionals throughout Micronesia, in homes and workplaces on Guam, as well as throughout South-East Asia and the western United States.

The University Information Technology Committee is spearheading the movement for increased faculty access to and use of computer resources. A recent (February 1998) report by a Distance Education Task Force makes clear the funding required to make and maintain the necessary commitment to distance education equipment and training. This is and will continue to be a clear and compelling priority for the University as the new century begins.

The University views the **continuous assessment** and resultant improvement of programs as a professional responsibility and obligation of every person employed by the institution. Careful and regular assessment of the learning outcomes of individual courses and entire programs enables positive changes in pedagogy and course organization. Assessment is recognized as a central, legitimate area of faculty research, and all University units will have to defend a decision to use locally developed rather than nationally normed assessment instructions. Increased attention and resources will be made available for assessment purposes.

Alumni and alumnae of the University will continue to be surveyed on a regular schedule to determine how well the general education curriculum and their major programs have prepared them for graduate study, life and/or the world of work.

The Vice President for Student Affairs is charged with the responsibility to develop co-curricular activities at the University and to specify their learning objectives. Development of projects and their integration with academic achievement will become a major challenge of student personnel work.

“The University exists to serve its learners and the communities of Guam, Micronesia, and the neighboring regions of the Pacific and Asia.”

As a colleague and a member of the profession, the professional employee has obligations that derive from common membership in the community of scholars and teachers. A professional employee is committed to the extension of knowledge in his or her discipline through personal endeavors. In the exchange of criticism and ideas, the professional employee shows due respect for the opinions of others, strives for objectivity in professional judgment of colleagues, and accepts an equal share of responsibilities for the academic operation and governance of the University. The professional employee exerts every effort to raise professional standards to improve his or her service and to promote a climate in which the exercise of professional judgment is encouraged.

In fulfilling his or her obligations to the profession, the professional employee:

- a. Accords just and equitable treatment to all members of the profession in the exercise of their professional rights and responsibilities.
- b. Withholds and safeguards confidential information acquired about colleagues in the course of employment.
- c. Participates in a professional inquiry when requested by an appropriate professional association or group, unless such participation would constitute conflict of interest.
- d. Provides upon the request of an aggrieved party, a written statement of specific reasons for recommendations that lead to the denial of salary increment, to significant changes in employment, or to termination of employment.
- e. Represents honestly his or her professional qualifications or background.

7. **Commitment to Assessment**

The University of Guam is committed to the assessment of all the academic, administrative and co-curricular services, which it provides for its stakeholders. Assessment denotes the continuous collection of data concerning the effectiveness of services in achieving their stated short-term and long-term goals. This commitment to assessment also applies to research, outreach projects and auxiliary services. The University accepts the responsibility for clarifying and communicating the University's goals and for using its resources to enable stakeholders to achieve their goals. When assessment reveals that goals are not being met or are no longer meeting stakeholders' needs with reasonable success, improvements will be made in the way the University prioritizes and provides those services so as to increase to acceptable levels their effectiveness and value to its stakeholders.

8. Special Responsibilities of Administrators

All administrators play important roles in the initiation, formulation and enforcement of University policies promulgated by the Board of Regents. Administrators are expected to monitor implementation of policies affecting their respective areas of responsibility and