



**UNIVERSITY OF GUAM
UNIBETSEDAT GUÅHAN**

Board of Regents

UOG Station, Mangilao, Guam 96923
Telephone: (671) 735-2995 Fax: (671) 734-2296

**Regular Meeting Minutes
September 15, 2022**

1.0 CALL TO ORDER

The Regular Meeting of the Board of Regents (BOR) was called to order by BOR Chairperson Liza J. Provide on September 15, 2022 at 5:31 p.m., VIA ZOOM. Notice of such meeting have been duly and regularly provided by the BOR.

QUORUM:

Liza J. Provide	Chairperson
Mike W. Naholowaa	Treasurer
Lesley Leon Guerrero	Member
Agapito "Pete" Diaz	Member
Janice Malilay	Member
Bernadette "Bernie" Valencia	Member
Julie Laxamana	Member

ALSO PRESENT:

Thomas W. Krise	Executive Secretary
Anthony Camacho	General Counsel
Chris Mabayag	Recording Secretary
David S. Okada	CPO/Interim Chief of Staff
Carmelita Blas	Host for Zoom Meeting

2.0 MEETING MINUTES

2.1 Regular Meeting Minutes of April 21, 2022

Chairperson Provide asked if there were any corrections or discussion regarding the regular meeting minutes as presented. Regent Malilay moved to approve subject to correction, which was duly seconded by Regent Leon Guerrero. Chairperson Provide noted a typographical error on item 5.2.3 and requested to remove "*Leon*". The motion carried.

2.2 Special Meeting Minutes of May 23, 2022

Chairperson Provide asked if there were any corrections or discussion regarding the special meeting minutes as presented. Regent Leon Guerrero moved to approve, which was duly seconded by Regent Diaz. Chairperson Provide requested to attach the amended BOR bylaws to the minutes. The motion carried.

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3.0 CHAIRPERSON'S REMARKS

Chairperson Provide welcomed everyone to the September Regular Meeting and noted that this is the first meeting of the academic year.

She stated that they are looking forward to a great and exciting academic year as Guam moves towards some normalcy with COVID-19, implementing UOG's Para Hulo strategic initiatives, preparing for the next WASC Comprehensive Review for Reaffirmation of Accreditation, constructing four new facilities on campus, and many more other activities and initiatives.

She then welcomed the new Student Regent, Julie Laxamana, who was sworn in on August 13, 2022 and replaced former Student Regent Anisa Topasna. She asked the audience to extend a warm welcome to her with a round of applause.

Student Regent Laxamana stated that she is the student-elect Student Regent of UOG for the next two years. She added that when she found the opportunity through her peers, she was very eager and is thankful that she was elected to work with a welcoming community for the betterment of the school. She is looking forward to working with everyone.

4.0 PRESIDENT'S REPORT

President Krise gave the President's report, a copy of which is attached.

5.0 REPORTS FROM STANDING COMMITTEES

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

5.1.1 Committee Update

Regent Malilay reported that the SASARHD Committee met on September 7th via zoom with a quorum present and presented and reviewed the proposed resolution for the Board's approval.

5.1.2 Resolution No. 22-21, Relative to Approving the Re-apportioned FY2023 SFAP Budget

Regent Malilay introduced Resolution No. 22-21 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. The motion carried.

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

Chairperson Provide handed the role of Chairperson to Treasurer Naholowaa so she can report as the Acting Chair for the AP&T committee, noting that Regent Leon Guerrero was off-island for the AP&T meeting on September 7th.

5.2.1 Revision of the Peer Institutions Selection Criteria and Establishment of a New Peer List

Regent Provide introduced Vice Provost Dee Leon Guerrero to provide a brief information

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overview of the Peer List. A copy of the memorandum is attached.

5.2.2 Resolution No. 22-22, Relative to Approving the UOG Policies on Compensation Guidelines for Academic Employees for Overloads, Buyouts, Closeouts, Indirect Distribution, and Indirect Rates

Regent Provido introduced Resolution No. 22-22 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution explaining the purpose. The motion carried.

5.2.3 Resolution No. 22-23, Relative to Establishing a Permanent Water and Environmental Research Institute Director Position in the Administrator's Salary Pay Scale

Regent Provido introduced Resolution No. 22-23 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. She then called Chief Human Resources Officer (CHRO) Joseph Gumataotao to discuss the proposed salary range. CHRO Gumataotao noted that the action presented at the AP&T Committee, went well, however, they have further reviewed the proposed salary range for the position, as previously presented with a salary range of \$94,210 to \$144,314 which was previously benchmarked by the College and University Professional Association (CUPA) guidelines to a position titled Associate Dean of Environmental Studies. CHRO Gumataotao added that based on the competitiveness of the position, it is recommended that the administrator's salary be aligned to some of the other positions that are currently within the same category and consider an amendment to what was originally presented. Regent Provido moved to approve the adjustment on the salary pay scale as recommended, which was seconded by Regent Diaz. The motion carried. Regent Provido then moved to approve the resolution as amended, which was duly seconded by Student Regent Laxamana. The motion carried.

5.2.4 Resolution No. 22-24, Relative to Adopting the University of Guam's Diversity, Equity, and Inclusion Policy Statement on Respect, Compassion, and Community

Regent Provido introduced Resolution No. 22-24 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. The motion carried.

5.2.5 Resolution No. 22-25, Relative to Expressing Appreciation to Anisa Topasna for her Service as a Member of the Board of Regents

Regent Provido introduced Resolution No. 22-25 and moved to approve, which was duly seconded by Student Regent Laxamana. She summarized the resolution explaining the purpose. The motion carried.

5.2.6 Resolution No. 22-26, Relative to Expressing Appreciation to Remedios "Remy" Cristobal for her Exemplar Service in Multiple Key Roles and as Associate Dean of Enrollment Management and Student Success and Registrar with UOG for Over 33 Years

Regent Provido introduced Resolution No. 22-26 and moved to approve, which was duly

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seconded by Regent Leon Guerrero. She summarized the resolution highlighting the accomplishments of Ms. Cristobal. The motion carried.

5.2.7 Resolution No. 22-27, Relative to Expressing Appreciation to Annette Taijeron Santos, D.B.A. for her Exemplar Service in Multiple Key Roles and as Dean of the School of Business and Public Administration with UOG for Over 35 Years

Regent Provido introduced Resolution No. 22-27 and moved to approve, which was duly seconded by Regent Leon Guerrero. She summarized the resolution highlighting the accomplishments of Dr. Santos. The motion carried.

5.2.8 Resolution No. 22-28, Relative to Expressing Appreciation to Deborah “Dee” Leon Guerrero for her Exemplar Service as an Administrator with UOG for Over 20 Years

Regent Provido introduced Resolution No. 22-28 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution highlighting the accomplishments of Ms. Leon Guerrero. The motion carried.

5.2.9 Resolution No. 22-29, Relative to Expressing Appreciation to John W. Jenson, Ph.D. for his Exemplar Service as Faculty and Director of the Water and Environmental Research Institute of the Western Pacific for 29 Years

Regent Provido introduced Resolution No. 22-29 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution highlighting the accomplishments of Dr. Jenson. The motion carried.

Chairperson Naholowaa returned the role of Chair back to Regent Provido.

5.3 Physical Facilities Committee

5.3.1 Committee Update

Regent Diaz reported that the Physical Facilities Committee met on September 7th via zoom with a quorum present.

He reported on the School of Engineering (SENG) and Student Success Center (SSC) stating that an event was held on August 11, 2022, for the official contract signing for both projects. He noted the total estimated construction costs for both projects is \$30.8M; the SENG will cost \$7.9M and the SSC will cost \$22.9M. He added that the funding will come from 3 sources: USDA loan - \$21.7M; Governor’s office - \$7.1M; and UOG Higher Education Emergency Relief Fund (HEERF) - \$2M.

He reported on the SSC stating that issuance of the Notice to Proceed (NTP) to Reliable Builders Inc. (RBI) is coming soon. He noted that the facility will improve and expand on the existing SSC structure. The facility will be a two story, 45,000 sq ft, and the anticipated completion is October-November 2024.

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He further reported that current SSC tenants will move to UOG's 13-unit container village which will be located on the north-NW side of the Field House or the side facing the tennis courts, and that the village containers are currently under bid. He added that the Post Office will be relocated to the now Kubre Building.

He reported on the SENG stating that issuance of the NTP to Future World Inc. is coming soon and that the anticipated completion of the project is March-April 2024.

He reported that the Guam Cultural Repository Building was completed on June 30, 2022. He added that Facilities Management Services (FMS) is currently in the process of closing the grant and has until Dec 2022 to complete.

He added that the most recent update is the Memorandum of Agreement to operate the facility between UOG and the Department of Chamorro Affairs that has been signed in August 2022, which will allow Dr. Storie to procure and fully operate the facility.

He then reported on the Water and Environmental Research Institute (WERI) and School of Health (SOH) buildings. He noted that the design for WERI Building is 95% complete and is currently in the process of obtaining a Height Variance and a Zone Variance with Department of Land Management.

He added that the design for the SOH Annex is also 95% complete. He noted that there are no zoning variances needed for this portion of the project. He further noted that an IFB for both projects will be issued sometime in October 2022 and that construction will take approximately 24-months to complete.

He reported that the University of Guam is now both a Land Grant and Sea Grant Institution. He stated that the UOG Sea Grant program has achieved institutional status after receiving a unanimous recommendation from the National Sea Grant Advisory Board and the official designation from senior leadership of the National Oceanic and Atmospheric Administration, which funds the National Sea Grant College Program.

He added that the University of Guam invited the community to a graduation ceremony held on August 11, at the UOG Calvo Field House to celebrate this achievement. He stated that the National Sea Grant College Program Director Jonathan Pennock, Hawaii Sea Grant Director Darren Lerner, and other dignitaries attended the celebration.

He further reported on the life cycle/preventive maintenance around the University to include air conditioning systems, generator, and campus lighting. He also provided a brief report regarding other UOG Green projects, IT Infrastructure, and Siemens project.

5.3.2 Resolution No. 22-30, Relative to Authorizing and Approving the Up to Four Million Five Hundred Thousand Dollar Loan with the Bank of Guam

Regent Diaz introduced Resolution No. 22-30 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The roll call for record is as follows: Chairperson Provido, Regent Diaz, Regent Malilay, Student Regent Laxamana and Regent Valencia (voted via Whatsapp due to audio issues as reported by David Okada) all voted aye. Regent Naholowaa and Regent Leon Guerrero abstained and recused

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themselves due to being employees of Bank of Guam. The motion carried.

5.4 Budget, Finance, and Audit (BFA) Committee

Regent Naholowaa reported that the BFA Committee met on September 8th via zoom with a quorum present and provided a report summarizing the updates given at the BFA Committee Meeting.

Regent Naholowaa requested approval that the action items be presented first, which Chairperson Provido agreed to move forward.

5.4.5 Resolution No. 22-31, Relative to Approving the Re-apportioned FY2023 General Operations and Special Appropriations Budgets

Regent Naholowaa introduced Resolution No. 22-31 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

5.4.6 Resolution No. 22-32, Relative to Approving the FY2023 Non-appropriated Fund Budgets

Regent Naholowaa introduced Resolution No. 22-32 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

5.4.7 Resolution No. 22-33, Relative to Approving the FY2023 Auxiliary Fund Budgets

Regent Naholowaa introduced Resolution No. 22-33 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

5.4.8 Resolution No. 22-34, Relative to Establishing the UOG Advancement Initiative as a 501(c)3 Corporation

Regent Naholowaa introduced Resolution No. 22-34 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. Regent Diaz asked how it differs from the UOG Endowment Foundation. Chairperson Provido stated that she believes they are two different entities and that the Endowment Foundation is centered on fundraising efforts, whereas this is structured towards more of an annual giving fund. President Krise clarified that under the current structure we can accept gifts, and people can deduct them as a charitable deduction. He added that this is an extra step we want to take to make it perfectly clear that if someone gives us a gift that it is tax deductible.

Regent Malilay stated that she thought this overlapped with the Endowment and as a public university you couldn't really fundraise as this is sort of like fundraising, because you are getting money from outside sources. President Krise stated public universities can certainly raise funds and the reason that we have a private foundation is particularly to guarantee donor intent. He added that it mainly exists for permanent endowments, where someone gives a fund of money to support, like a professorship or a scholarship that they want to last forever, and then

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the proceeds of that supports the scholarship or the salary, and so the private foundation is better able to guarantee the donors intent and perpetuity. The motion carried.

5.4.1 Financial Update

Regent Naholowaa didn't provide a financial update as he has thoroughly reviewed the figures and budget and had no issues. This includes 5.4.2 and 5.4.3. He will discuss with VPAF Wiegand if any issues are to arise.

5.4.4 Faculty Salaries

Regent Naholowaa requested that Dr. Bob Barber be given the opportunity to provide the BOR with a lengthy presentation on the faculty salary issues. Dr. Barber provided a powerpoint presentation, a copy of which is attached. Discussion followed.

Regent Malilay motioned for the UOG administration to provide the BFA committee a plan of action and the impacts to address the faculty salary shortfalls based on the Faculty Union report, which was duly seconded by Regent Naholowaa. Further discussions occurred with the motion carried unanimously.

6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE

Katrina Perez, Executive Director, provided the BOR with an update on the UOGEF projects and events. A copy of the update is attached.

7.0 OPEN PRESENTATION (3 Minute Limit per Person)

Chairperson Provido opened the floor for open presentations. There were no presentations.

8.0 EXECUTIVE SESSION

Regent Diaz motioned to move to Executive Session, which was duly seconded by Regent Naholowaa. The motion carried. The Executive Session commenced at 7:49 p.m.

8.1 President's Evaluation Review

8.2 Recommendation for Tenure for Dr. Debra Marie T. Cabrera, Assistant Professor of Sociology, College of Liberal Arts and Social Sciences

8.3 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences

8.4 Recommendation for Tenure for Dr. Ujwalkumar Patil, Associate Professor of Civil Engineering, School of Engineering

8.5 Recommendation for Tenure for Dr. Bulan Wu, Associate Professor of Chemistry, College of Natural and Applied Sciences

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Regent Malilay moved to end Executive Session, which was duly seconded by Regent Diaz. The motion carried. The Executive Session ended at 8:50 p.m.

9.0 VOTING FILE

9.1 President's Evaluation Review

Regent Mailay moved to approve the final response of the President's Evaluation Review, which was seconded by Student Regent Laxamana. Chairperson Provido noted for the record that Regents McKeever and Certeza are off-island. The motion carried.

9.2 Recommendation for Tenure for Dr. Debra Marie T. Cabrera, Assistant Professor of Sociology, College of Liberal Arts and Social Sciences

Regent Malilay moved to approve the recommendation for Tenure for Dr. Debra Cabrera, which was duly seconded by Regent Naholowaa. The motion carried.

9.3 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences

Regent Malilay moved to table the recommendation for Tenure for Dr. Austin Shelton until the next BOR Regular Meeting in November, which was duly seconded by Regent Diaz. The motion carried.

9.4 Recommendation for Tenure for Dr. Ujwalkumar Patil, Associate Professor of Civil Engineering, School of Engineering

Regent Diaz moved to approve the recommendation for Tenure for Dr. Ujwalkumar Patil, which was duly seconded by Regent Naholowaa. The motion carried.

9.5 Recommendation for Tenure for Dr. Bulan Wu, Associate Professor of Chemistry, College of Natural and Applied Sciences

Regent Naholowaa moved to approve the recommendation for Tenure for Dr. Bulan Wu, which was duly seconded by Regent Diaz. The motion carried.


10.0 ADJOURNMENT

Regent Diaz moved that the zoom meeting be adjourned, which was duly seconded by Regent Naholowaa. The motion carried. Chairperson Provido adjourned the meeting at 9:56 p.m., CHamoru Standard Time.



Liza J. Provido, Chairperson

ATTESTED:



Thomas W. Krise, Ph.D., Executive Secretary

20220915 Prez Report BOR

In Memoriam slides

Since our last regular meeting on 21 April and our special meeting on May

- Micronesian Culture Day—chance to celebrate our residential students and our region-wide cultures and partnerships
- I presented honorary doctorate to Patrick Tellei at PCC Commencement with President of Palau and the whole community present
- Commencement with UOG@70 theme, with honorary degrees
- Thanks for regents attendance at the ACCT board governance training workshop in Oahu in June
- World Summit on Island Sustainability in the Galapagos—attracting a whole new group of experts to our Island Sustainability conference—our 14th annual—next April 11-15th, where we'll also hold another Presidential Panel featuring island university presidents from across the Pacific and the wider world
- LSAMP Undergrad Research Conference for the whole region
- New sports teams & Esports doing exceptionally well—reaching 16th in the nation
- New Partnerships website unveiled 132 MOUs, including funded faculty in Mandarin from Govt of Taiwan
- Said farewell to SBPA Dean Annette Santos and welcomed Dean Fred Schumann; as you are aware via other notice, we are also saying farewell to Dr John Jenson of WERI and Vice Provost Dee Leon Guerrero, but we hope and expect to engage them in at least part-time ways going forward
- CNAS Dean Lee Yudin has taken on the additional duty of Interim Dean of SENG and has energized the ABET accreditation process
- Made official visits to Saipan/Rota; held UOG@70 alumni and prospective student events; awarded the first two President's Medals to alum and longtime UOG supporter Jerry Tan at an event at which he sponsored a new set of athletic scholarships for UOG students and then to NMC VP and former Interim President Frankie Eliptico at the Saipan Rotary Club
- Accompanied the national Director of Sea Grant at NOAA and his entourage in Saipan and in Guam
- Held the "Graduation Ceremony" for UOG's full institutional status as one of the 34 state and territory Sea Grant programs—a fine cheery on the ice cream sundae of our 70th anniversary year and our 50th year as a Land Grant institution
- We opened the academic year with almost-like-before levels of face-to-face classes and activity on campus—one measure of how normal things are is that it's hard to find parking again!
- Our enrollment continues to be soft in the way it has been through the pandemic; we share the weak enrollment situation with most other universities across the country—

we have 1.6M fewer students enrolled nationally than before the pandemic; our EMSS team has been working hard to reach out to former and prospective students

- We held a lavish inauguration ceremony for our 61th Student Govt Assn, with the Gov, Lt Gov, and Sen Amanda Shelton and many other community leaders in attendance
- Opened a truly remarkable UOG@70 Exhibit at the Guam Museum—also very well attended by the Gov, Lt Gov, the Speaker and several other senators and community leaders; this will be up and free until 15 Oct; we have community night sponsored by SGA next Thurs the 22nd in conjunction with the food trucks fiesta in Skinner Plaza
- I had dinner with the Secy of the Air Force and the local military leadership and was able to highlight our ROTC program, our Military Friendly Campus designation, our ranking as #1 in the Pacific for Best Colleges for Vets, our Student Veterans Association, and our many NavFac partnerships for student internships, construction projects, environmental and cultural protection efforts, and much more
- Thanks to the efforts of Dean Monique Storie, General Counsel Anthony Camacho and others, we've succeeded in negotiating an MOU with the Dept of CHamoru Affairs to operate the Guam Cultural Repository (GCR) for at least the next three years
- Also, our budget looks to be roughly similar to the austere one we had the last year, although we did succeed in diverting an attempt to cut \$1.5M out of it; thanks to VP Randy Wiegand, Budget officer Rachel Cubacub, and SGA leaders for their efforts—and to Vice Speaker Tina Muna Barnes for advocating for UOG
- We've also had two big leaps forward in our Island Wisdom initiative under our Strategic Initiative #1: seeking to be recognized as a Research University centered in Island Wisdom: we had a Canoe Blessing ceremony and then the Pwo Ceremony creating 6 new Master Navigators, including our own Professor Melissa Taitano, one of the very few women Master Navigators; my thanks to SVPP Anita Borja Enriquez and Dean of the Libraries, Dr Monique Storie for co-chairing the Island Wisdom Initiative and helping bring these important new developments into being
- Another important element of the Island Wisdom effort has been the formulation of the Inadahi yan Inagofli'e' / DEI Council, which is our UOG effort to infuse our local traditional cultural values of respect and care for the community as our interpretation of the national and international concepts of DEI
- UOG Press continues to innovate and contribute, most recently by initiating discussions for the development of a medical journal for our region; they also signed an MOU with NMC to create a CNMI imprint of the UOG Press, to encourage more writing and publishing from our neighbors to the north
- We held our annual Distinguished Alumni Ceremony and dinner, honoring a rich array of graduates who have done great things for our communities here and in the wider world
- And finally, thank you to the regents who were able to attend yesterday's Town Hall event at the Field House, which featured updates on the accomplishments of the Para Hulo' Strategic Plan in the first almost 3 years of the plan, along with highlights of the next steps we'll all focus on in the current academic year; I can say that the two top level projects of this academic year will be the writing of the Institutional Self Study Report for the WASC Senior College and University Commission, under the leadership of

our ALO, Dr Enriquez (and her Big Committee—the largest in UOG’s 70 years: 59 members!); and also the preparation of our application to the Carnegie Foundation to be classified as a Community Engagement Institution—both of these big reports are due in less than a year

- For those regents not able to make the Town Hall, we have the video of it available and will send the link after the meeting
- As I mentioned at the Town Hall, just this week, *US News and World Report* announced that UOG had moved up 20 places among the universities in the West, and also up 10 places among public universities and also 10 places in Social Mobility.

Other upcoming events:

- I will be attending several events in New York and Washington DC in the next 10 days: the UN General Assembly attracts a number of side events; I’ll be attending the Local2023 Islands Initiative Meeting, the Global Islands Partnership meeting, the Ocean Foundation meeting, and the Clinton Global Initiative Conference on Sustainability Development Goals; in DC, I’ll join the Pacific Postsecondary Educational Council (the presidents of all the colleges and universities in the U.S.-Affiliated Pacific) for our biannual meeting and for a series of Congressional and other govt meetings focused on the 15th anniversary of the AANAPISI category of Minority Serving Institutions—and to press for increased funding for our category; I’ll also be meeting with senior officials of the USDA, the NSF, and other agencies
- In October, I’ll make an official visit to the Marshall Islands and the FSM to sign MOUs and reinforce partnerships with the College of the Marshall Islands and the College of Micronesia-FSM, and to hold UOG@70 events for our alumni; this will be my first visit to CMI and my second to COM-FSM
- Something I hope you’ll consider attending next semester will be the annual Conference on Trusteeship by AGB in San Diego April 2-4, 2023. This will be another chance for regents who weren’t able to attend the Oahu workshop to gain some insight and meet your peers from across the country. I met recently with former BOR Chair Tony Sanford and she was full of praise for this conference and its value in developing her skills as a regent
- Thank you all for making time to attend so many UOG events and for advocating for the university with the community and with our elected leaders
- Biba UOG!

In Memoriam

April 21, 2022

Adriano B. Pangelinan

Retired UOG Associate Professor

In Memoriam

June 1, 2022

Carlos Meno Paulino

Retired Postal Clerk Supervisor

In Memoriam

July 13, 2022

Olga Szekely

Wife of Dr. Zoltan Szekely, Associate Professor of Mathematics
College of Natural & Applied Sciences

In Memoriam

July 14, 2022

Mark A. Lander

Assistant Professor of Meteorology
Water & Environmental Research Institute of the Western Pacific

In Memoriam

July 19, 2022

Andrew T. Laguaña

Regent, 2008-2012

In Memoriam

Aug. 1, 2022

Antonio Babauta Cruz

Father of Connie M.C. Quinata, Administrative Officer

RFK Memorial Library

In Memoriam

Aug. 6, 2022

Federico "Eric" Aquino

Father of Erickson Mae Abiad Aquino, Project Coordinator

TRIO Educational Talent Search

In Memoriam

Aug. 8, 2022

Miguel Aguon Taitano

Father of Dr. Rachael Leon Guerrero, Vice Provost

Research & Sponsored Programs

In Memoriam

Aug. 10, 2022

Maria San Nicolas Taitano

Mother of Carlos Taitano, Director
Global Learning & Engagement

In Memoriam


Sept. 1, 2022

Ernest Villaverde

Spouse of Frances A.C. Villaverde, Senior Programmer Analyst
UOG Office of Information Technology

MEMORANDUM

Approved Disapproved

TO: Senior Vice President & Provost 
Anita Borja Enriquez (Aug 11, 2022 18:51 GMT-10)
Anita Borja Enriquez, DBA

FROM: Vice Provost, Institutional Effectiveness 

SUBJECT: *Recommendation to Revise the Peer Institutions Selection Criteria and Establish a New Peer List*

DATE: August 11, 2022

Background. In 2008, my office created two peer lists: (I) Open Admissions; and (II) Aspirant Institutions. Since then, numerous campus units and leadership have utilized these for various purposes and comparisons. The lists were compiled to identify higher education institutions for the purposes of measuring and comparing performance. The institutions selected are comparable to the University of Guam using various criteria such as student enrollment size, having public control, and offering both bachelor's and master's degree programs. Using the Integrated Postsecondary Education Data System (IPEDS) Peer Analysis System (PAS), <http://www.nces.ed.gov/ipeds/pas/> two sets of rankings of the institutions against the University were generated.

I. Open Admissions Peer List: For tracking and performance comparisons. This is an IPEDS-generated list of institutions based on the following selection criteria: (i) open admissions policy, (ii) public control, (iii) offering both bachelor's and master's degrees, but primarily graduating undergraduates, (iv) offering Title IV federal financial assistance programs, and (v) having a comparable enrollment size.¹

II. Aspirational Benchmarks: For setting targets. The ten institutions included in this list consistently score fairly well in the annual college survey conducted by the U.S. News Weekly, particularly with student satisfaction and retention. These

¹ Note: The University of Hawaii-Hilo, the University of Puerto Rico (2), and the University of the Virgin Islands do not report themselves to IPEDS as open admission institutions, however, they were added to this list for comparison purposes.

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institutions offer both bachelor’s and master’s degrees, have comparable small enrollment size and are public institutions. The University compares its performance to these institutions and aspires to match their performance as they are regarded as sources for best practices and benchmarking for institutional efficiency, student success, and student retention. The University compares performance to this group to remain competitive as an open-admission university.

Each list was ranked using a set of nine (9) institutional characteristics annually reported to IPEDS:

- | | |
|--|----------------------------------|
| 1) Enrollment | 6) # of Faculty |
| 2) Full-time retention (Freshmen cohort, Fall-to-Fall) | 7) Instruction Expenditures |
| 3) Tuition and Fees | 8) Research Expenditures |
| 4) Cost of Attendance | 9) Student Services Expenditures |
| 5) Graduation Rate | |

Open Admissions List
Lincoln University
New Mexico Highlands University
Shawnee State University
University of Arkansas at Monticello
University of Hawaii at Hilo
University of Puerto Rico - Cayey
University of Puerto Rico - Ponce
University of the Virgin Islands
Wayne State College

Aspirant List
Alcorn State University
California State University - Stanislaus
Florida Gulf Coast University
Pennsylvania State University - Penn State Erie-Behrend College
University of Colorado - Colorado Springs
University of Michigan - Dearborn
University of Wisconsin - Platteville
Western Carolina University
Western Oregon University
Winthrop University

Recommended Change to the Selection Criteria. The current selection criteria combination of open admissions and our relatively small enrollment size does not yield many institutions for a peer list, therefore it is recommended to change the selection criteria to replace open admissions with comparable federal operating grants and contracts for two reasons: first, UOG has significantly higher levels of federal grants compared to those in its peer institutions (both open admission and aspirant) and second, our enrollment has been on a decline for five years shrinking our pool of peer institutions. The other criteria would be kept. Using the IPEDS data center, my office has identified some interesting institution selections with the proposed change to our selection criteria (for example, comparisons on funding for student services compared to higher levels of federal grant awards). Also, we noticed that the retention and graduation rates are significantly higher with the new list, therefore we recommend having one peer list instead of two.

By changing the selection criteria, we have generated the following peer list:

Proposed New Peer List
Alabama A & M University
Alabama State University
California State University at Dominguez Hills
California State University at Stanislaus
Jackson State University
Michigan Technological University
Morgan State University
SUNY Polytechnic Institute
University of Alaska at Fairbanks
University of California-Merced
University of Hawaii at Hilo
University of Hawaii at Manoa
University of the Virgin Islands
William & Mary

Please find attached a more detailed comparison of these institutions using data collected from IPEDS.

The proposed change was presented to the Academic Officers Council (AOC) and shared with the Faculty Union President. The AOC endorsed the change at its August 8, 2022, and the Faculty Union President indicated support in May 2022.

If you approve this recommendation, it can take effect this coming academic year, 2022-2023.

If you have any questions, or concerns, I am available to meet at your convenience.

Unit ID	Institution Name	State	Control of Institution (H02001)	Land Grant Institution (H02020)	Total enrollment (DRVEF2020)	Percent of total enrollment that are American Indian or Alaska Native (DRVEF2020)	Percent of total enrollment that are Asian (DRVEF2020)	Percent of total enrollment that are Native Hawaiian or Other Pacific Islander (DRVEF2020)	Percent of total enrollment that are Black or African American (DRVEF2020)	Percent of total enrollment that are Hispanic/Latino (DRVEF2020)	Full-time retention rate 2020 (EF20200)	Graduation rate - Bachelor degree within 6 years total (DRVEF2020)	Total dormitory capacity (NC2020)	Federal operating grants and contracts (F1920_F1A)	Student services - Current year total (F1920_F1A)	Student services - Current year total per student (F1920_F1A)2	Student services - Salaries and wages (F1920_F1A)	Total amount of Fed grant aid awarded to undergraduate students (SFA1920)	Average amount of Fed grant aid awarded to full-time first-time undergraduates (SFA1920)	Percent of full-time first-time undergraduates awarded Fed grants (SFA1920)	Institution URL
100054	Alabama A & M University	AL	Public	Yes	5977	0%	0%	0%	89%	1%	54%	29%	3220	\$1,871,284	\$27,327,792	\$4,606	\$8,257,832	\$19,516,507	69%	https://www.aamu.edu/	
100724	Alabama State University	AL	Public	No	4072	0%	0%	0%	90%	1%	62%	32%	2079	\$6,982,317	\$5,714,772	\$3,659	\$7,532,568	\$13,941,996	76%	https://www.asu.edu/	
130547	California State University at Dominguez Hills	CA	Public	No	18847	0%	6%	0%	11%	64%	78%	48%	563	NR	\$28,750,462	\$1,339	\$5,797,145	\$7,052,684	75%	https://www.csdh.edu/	
110495	Stamhaus	CA	Public	No	11169	0%	9%	1%	2%	57%	87%	57%	730	\$5,664,454	\$23,786,874	\$2,131	\$11,440,905	\$27,884,528	66%	https://www.stamhaus.edu/	
175856	Jackson State University	MS	Public	No	6921	0%	0%	0%	90%	1%	74%	44%	2464	\$28,353,191	\$19,935,562	\$2,878	\$9,112,223	\$18,621,846	77%	https://www.jsums.edu/	
171128	Michigan Technological University	MI	Public	No	6873	0%	2%	0%	1%	2%	85%	72%	3267	\$25,114,559	\$16,901,852	\$2,272	\$7,113,467	\$6,082,448	21%	https://www.mtu.edu/	
183453	Morgan State University	MD	Public	No	7634	0%	1%	0%	80%	4%	74%	48%	2718	\$27,048,339	\$9,451,446	\$1,238	\$5,607,532	\$16,947,355	58%	https://www.morgan.edu/	
185112	SUNY Polytechnic Institute	NY	Public	No	3044	0%	8%	0%	6%	8%	82%	50%	1076	\$6,692,146	\$5,726,073	\$1,881	\$3,275,314	\$4,092,149	42%	https://www.poly.edu/	
202514	University of Alaska at Fairbanks	AK	Public	Yes	6813	12%	1%	1%	7%	78%	47%	47%	958	\$104,690,038	\$24,895,295	\$3,654	\$10,325,505	\$5,508,627	33%	https://www.uaf.edu/	
645188	University of California-Merced	CA	Public	Yes	9018	0%	17%	0%	4%	55%	85%	69%	4016	\$26,663,000	\$7,481,208	\$4,179	\$13,810,980	\$6,976,968	65%	https://www.ucmerced.edu/	
249754	University of Guam	GU	Public	Yes	3489	0%	46%	0%	0%	1%	75%	58%	208	\$1,746,804	\$6,716,383	\$1,847	\$2,841,952	\$3,800,174	47%	https://www.usg.edu/	
141265	University of Hawaii at Hilo	HI	Public	No	3165	1%	15%	0%	1%	15%	71%	34%	639	\$11,531,361	\$10,972,744	\$3,467	\$5,992,260	\$4,896	44%	https://www.hawaii.edu/	
111111	University of Hawaii at Manoa	HI	Public	Yes	18025	0%	32%	3%	1%	11%	80%	62%	3272	\$216,644,892	\$41,274,885	\$2,897	\$9,799,855	\$16,935,136	28%	https://www.hawaii.edu/	
243455	University of the Virgin Islands	VI	Public	Yes	1838	0%	1%	0%	70%	25%	25%	25%	385	\$1,746,809	\$4,188,765	\$2,278	\$2,387,823	\$4,659,656	10%	https://www.uvi.edu/	
211624	William & Mary	VA	Public	No	8939	0%	6%	0%	8%	7%	93%	31%	4822	\$23,900,439	\$19,046,355	\$2,131	\$5,397,248	\$5,957,770	10%	https://www.wm.edu/	

UOG Faculty Salary
Committee Presentation to
the UOG Board of Regents
Sept 8, 2022



Study on Faculty Compensation: Core Issues

- This is a University and Government of Guam labor equity and market competitiveness issue.
 - Internal to UOG, since 1991 Faculty have been left behind while Administrators and Staff have had significant scale increases.
 - External to UOG, since 1991 Faculty have been not received the increases that GDOE and GCC and other Government of Guam employees received.
 - In 2004 Faculty were more than 20% behind peer and aspirant institutions, unlike Administrators, this was not corrected and now is closer to 40% behind.
 - There are also structural problems with the Faculty Salary Schedule that need to be fixed.

Internal to UOG: History

- **History of Staff, Faculty, and Administrator Salary within the Gov. Guam Context**
 - 1991 - complete restructuring of the Guam Civil Service Scale
 - 1991 - Faculty & Administrator scales also significantly restructured for equity within Gov. Guam (BOR Approved)
 - By 2001 average changes in top 21 Admin Positions' salaries = 19% (not BOR Approved)
 - Documented 1991 to 2001 inflation eroded both scales by 28%
 - 2003 - Administrators' scale formally changed/increased (BOR approved)
 - 2021 - Administrators' scale increased again (BOR approved)
 - 2014 - Competitive Wage Act changed the Civil Service staff scale.
 - 2014 - UOG updated Non-Civil Service staff scale to give comparable salary changes.
 - It is important to note, for these increases for Administrators and Staff, UOG adjusted budget and absorbed these increases, *but not for Faculty*.
- **From 1991-2022 average cumulative underlying faculty scale change = 11% despite studies since 2001 showing faculty more than 20% behind then, and falling further every year.**
 - National inflation for this period (1991 to present) has been more than 110%
 - Average. senior administrator's (President and 2 VPs) increase 1991-2022 = 76%
 - Average of 5 College and School Deans' increase 1991-2022 = 71%
- **The Faculty Union believes all these increases were justified, what is inexcusable is how faculty were left behind repeatedly.**

1991-2022 Faculty Scale Changes

From 1991-2022 average underlying faculty scale change = 11%.

- Prior to, and following, the 2003 Administrator scale change, on an annual basis, the Faculty Salary committees have recommended changing the Faculty scale.
- 2004-5 - “hard to hire” and additional steps were added to the scale, but the underlying scale remained unchanged.
- In examining 2005-2006 CUPA data, 16 years ago, faculty salary report noted that faculty were more than 20% behind the low-medium comparative level.
- Significant salary realignment did not take place, resolutions were made to incrementally address faculty scale, but implementation was stopped.
 - Budget cuts to UOG were perceived to force non-implementation of faculty increases.
- All these efforts have only seen a cumulative 11% average change in the underlying scale from the 1991 scale to present.
 - Note this 11% is not even equal to the UOG Administrators’ pre-2003 increases.

External to UOG: Government of Guam Peers

- 2010 - Hayes Study found Government Guam civil service scale behind in terms of market competitiveness and equity
- 2014 - Competitive Wage Act changed the Civil service scale including for GDOE teachers.
- Now in 2022, GDOE educators just received an across the board 20% increase in the Educator Pay Plan (EPP) Scale.
- Guam Community College recently upgraded all faculty and administrators to the 2019 CUPA scale.
- Comparing starting steps on UOG faculty scale and GDOE EPP scale pre-20% increase: for entry with a Bachelors, Masters, or terminal academic degree (PhD, EdD, or other), UOG faculty scale is 12%, 13%, and 11% *less* than equivalent on GDOE EPP.
- Comparing UOG Faculty scale to GDOE EPP scale post 20% increase UOG scale is 35%, 36%, 33% *less*.
- Comparing UOG Faculty scale to the equivalent of Guam Community College Faculty scale: GCC currently pays those same categories of employees 17%, 26%, and 21% *more* than their UOG equivalents.

Faculty Compensation: Market Competitiveness

- Multiple studies of Faculty pay at UOG since 1991, show that UOG Faculty are significantly under paid compared to faculty at similar size and types of universities on the U.S. mainland.
- Lack of competitive wages impacts UOG’s ability to attract, keep and motivate highly qualified faculty, who, provide UOG’s teaching, research, and service. The Para-Hulo’ Strategic Plan and accreditations hinge on Faculty.
- UOG salaries compared to the proposed list of peer and aspirant institutions, using 2018-19 Chronical of Higher Education data, show UOG Faculty salaries are behind 30-40%.

Average 9-Month Faculty Salary Adjusted to Cost of Living.

	Professor	Associate Professor	Assistant Professor	Instructor
Peer & Aspirational Institutions	\$125,843	\$100,052	\$84,599	\$66,912
University of Guam	\$97,631	\$75,067	\$64,002	\$47,888
% Difference	29%	33%	32%	40%

- The UOG Faculty scale needs to be increased by 40% to attain labor equity, with UOG Administrators, GDOE and GCC educators, and to approach market competitive salaries with peer Universities.

Faculty Salary Scale Structural Issues

- The Faculty salary scale has five ranks: Assistant Instructor, Instructor, Assistant Professor, Associate Professor, and Professor.
- The rank of Assistant Instructor only has 9 steps, all the others have 20. Steps 10-20 should be added.
- For more than 30 years, HRO guidelines on how to place new hires on the faculty scale were followed - until the most recent 7 years.
 - Due to the scale being so outdated (low), in recent years these guidelines for placement have been ignored. New hires have been placed much higher on the scale and in seniority, than the rules allow.
 - This has resulted in “salary scale inversion,” where new Faculty hires are coming in at higher pay and seniority, over Faculty with similar/higher qualifications and more years of loyal service to UOG.
- Because the scale is so outdated, except for 4-5 positions in the lowest ranks, there are no Faculty in steps 1-6 across the ranks.
- Cost of % change in scale – it is important to note what the recommendations will cost:

Amount of Funding Needed to Support Different % Increases in the UOG Faculty Scale

	10%	20%	30%	40%
University of Guam Faculty Scale	\$1,746,181	\$3,492,361	\$5,238,542	\$6,984,722

Faculty Compensation - Steps to Address - 1

1. Union/Administration Faculty Salary Committee recommends the immediate addition of Steps 10-20 to the Assistant Instructor/Agent I rank. Fiscal impact will only involve an increment for one or two faculty.
2. Also recommend, the BOR commits to seeking a 40% increase in the Faculty Salary Schedule through a planned two prong approach over the upcoming years:
 - First by, the BOR, Administration and Faculty Union committing to work together to actively meet with both members of the Guam Legislature and with the Governor and Lt. Governor to seek special appropriation legislation for UOG that matches the legislation recently passed for DOE Educator Pay Plan increase of 20%, so UOG may increase Faculty Salary Schedule in a similar manner.
 - Second by, the BOR and Administration committing to increasing Faculty Salary Schedule by 20% in the upcoming years independent of legislated changes starting FY 2024 budget.
 - While very leery of phased plans, given budget realities, possibly through two years of line item 10% increases over FY 2024 and FY2025 each costing roughly \$1,800,000 additional salary cost (includes both salary and fringe).
 - If this is not possible then recommend planned four years of line item 5% increase over FY 2024, 2025, 2026, and 2027 costing roughly \$900,000 to \$1,000,000 additional each year.

Faculty Compensation - Steps to Address - 2

3. Also recommend, that with the first significant increase in the Faculty Salary Schedule, a cost saving approach be utilized, by HRO applying adjustments for faculty salary inversion. This would be applied positions hired in the past 7 years not following guidelines, as faculty are placed on the new scale using methodology currently being developed by Salary Committee, HRO and Faculty Union.
4. Also recommend, for HRO's placement guidelines for the new Faculty Salary Schedule, that HRO and the faculty salary committee develop guidelines for multiple-step increase if "hard to hire" can be documented for specific advertised faculty position.
5. Also recommend, following a 20% increase in the scale, by one of the above methods, the removal of steps 1-6 for all ranks of the Faculty Scale and redesignation of current steps 7-20 to steps 1-14 and addition of new steps 15-20 to this adjusted Schedule. With those faculty at Assistant Instructor or Instructor rank below the current step 7 being moved to the new step 1 of their rank. For ranks below Professor no fiscal impact for 4-5 years. Impact is 15 Professors will be able to receive an increment in the following year.

UOG Endowment Foundation
Board of Regents Update
09/15/2022

Håfa Adai, Madam Chair Provido and members of the Board of Regents. Thank you all for giving me the opportunity to speak.

- Fundraisings & Notable Events
 - In honor of UOGEF's 40th Anniversary, we will be holding a gala celebration at the Dusit Thani Grand Ballroom on October 8th. During the event, we will be awarding Meritorious Service Awards to 3 individuals who have volunteered their time and service to the UOG Endowment Foundation for over 25 years:
 - UOGEF Legal Counsel, Attorney Ladd Baumann,
 - President Emeritus and former Chairman of the UOGEF Board of Directors, Dr. Wilfred Leon Guerrero,
 - and Mr. Jesse Leon Guerrero, current Chairman of the Board of Directors.
 - We will also give recognition to our Top 40 Partners (business & individuals) who have generously supported UOG through the Foundation for the past 40 years.
 - Entertainment will feature performances by Jesse & Ruby, a reunion of the Kasuals, and DJ Noly of Music Sensation to round out the evening.
 - We will have a raffle drawing with a grand prize of 2 United Airlines tickets to fly from Guam of Saipan to the United States. Winners will be announced during our gala. However, for this raffle, you need not be present to win.
 - In addition, we'll have a silent art auction and there will be many more raffle prizes at the event for which you must be present to win. We hope you can join us.
- UOGEF is very honored to be conduits for philanthropy from its donors and we are grateful for the valuable partnership with UOG personnel in reaching out to these donors. Notable donations received in the past couple of months include:
 - \$50,000 from a \$250,000 pledge by the Bank of Guam for a 5-year naming opportunity with the Center for Entrepreneurship & Innovation. Special thanks to former Dean of SBPA, Dr. Annette Santos and Dr. James Ji for their assistance in bringing this to fruition.
 - \$23,000 – GEDA QC3 Grant to benefit the Island Wisdom: Traditional Seafaring program for the construction of a 40-foot canoe house. Special thanks to Dean Monique Storie and the Island Wisdom Committee for their assistance in applying for this grant.
 - \$10,000 – Bank of Hawaii – Guam Green Growth program, planted 200 trees as part of the Center for Island Sustainability's efforts in restoring watersheds. Special thanks to Austin Shelton for his outreach.
 - \$10,000 – Tan Siu Lin Foundation – founding donors for the UOG Regional Sports Scholarship which will be a new way to recruit student athletes. UOG Endowment Foundation has also committed to support providing scholarship funding for this scholarship. Special thanks to Dean Lawrence Camacho and Mark Mendiola for procuring this, as well.
 - \$10,000 – from anonymous donors to benefit the More Like Jimmy Scholarship