



UNIVERSITY OF GUAM  
UNIBETSEDAT GUAHAN  
BOARD OF REGENTS

RESOLUTION NO. 12-10

**RELATIVE TO REVISING THE ADMINISTRATIVE SALARY SCHEDULE FOR THE  
DIRECTOR FOR PROFESSIONAL AND INTERNATIONAL PROGRAMS (PIP)**

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

**WHEREAS**, the governance and well-being of the University is vested in the Board of Regents; and

**WHEREAS**, pursuant to GCA 16112, the Board of Regents is authorized to adopt rules and regulations governing the compensation of academic personnel; and

**WHEREAS**, on May 22, 2003, the Board of Regents approved Resolution No. 03-09, Relative to Establishing Administrative Positions at the University of Guam, and on June 19, 2003, approved Resolution No. 03-16, Relative to Establishing and Adopting the Policy for Administrative Salary and a Revised Salary Schedule at the University of Guam; and

**WHEREAS**, the administration has adopted the 2003 College and University Professional Association for Human Resources (CUPA-HR) administrative compensation survey as its benchmark for best practice in establishing academic administrator positions and salaries; and

**WHEREAS**, the position of Director of Professional and International Programs (PIP) has been updated to include additional responsibilities and will report to both the Vice President for Administration and Finance and Senior Vice President for Academic and Student Affairs; and

**WHEREAS**, the position of Director for PIP is important to deliver the University's mission, strategic initiatives, research and service initiatives; and

**WHEREAS**, based upon an assessment of the priority needs of the University, the responsibilities of the position, and comparable CUPA-HR salary benchmarks, the President met with the Academic, Personnel and Tenure Committee to review the position and salary schedule of the Director for PIP at their meeting on May 9, 2012; and

**WHEREAS**, the President and the Academic, Personnel and Tenure Committee now recommend to the Board the attached Administrative Salary Schedule, which has been revised to reflect the changes to the salary schedule of the Director for PIP.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents hereby approves the revised Administrative Salary Schedule, which is herein attached.

Adopted this 16<sup>th</sup> day of May, 2012.

  
W. Chris Perez, Chairperson

ATTESTED:



Dr. Robert A. Underwood, Executive Secretary

Administrator's Salary Scale  
 Approved by Board of Regents June 19, 2003 Resolution No. 03-16  
 Amended on May 16, 2012 Resolution Nos. 12-10/12-11

POSITION TITLE	Quartile 1 80%-90% Range	Quartile 2 90%-100% Range	Quartile 3 100%-110% Range	Quartile 4 110%-120% Range
<b>Office of the President</b>				
President	\$ 94,074 \$ 105,833	Salary Negotiated	\$ 117,592 \$	\$ 129,351 \$ 141,110
Legal Counsel	\$ 59,794 \$ 67,268	\$ 105,833 \$ 117,592	\$ 129,351 \$	\$ 141,110
Director, Integrated Marketing Communications	\$ 66,054 \$ 74,311	\$ 74,742 \$	\$ 82,216 \$	\$ 90,825 \$ 99,082
Executive Assistant to the President	\$ 81,927 \$ 92,168	\$ 92,168 \$	\$ 102,409 \$	\$ 112,650 \$ 122,891
Director, Planning and Assessment (Director, Chief Planning Officer)	\$ 48,779 \$ 54,877	\$ 54,877 \$	\$ 60,974 \$	\$ 67,071 \$ 73,169
Institutional Compliance Officer	\$ 51,886 \$ 58,372	\$ 58,372 \$	\$ 64,858 \$	\$ 71,344 \$ 77,830
International Program Development (Coordinator, Director)	\$ 32,006 \$ 36,007	\$ 36,007 \$	\$ 40,008 \$	\$ 44,009 \$ 48,010
Web Master	\$ 56,962 \$ 64,083	\$ 64,083 \$	\$ 71,203 \$	\$ 78,323 \$ 85,444
Director, Development and Alumni Affairs				

POSITION TITLE	Quartile 1 80%-90% Range	Quartile 2 90%-100% Range	Quartile 3 100%-110% Range	Quartile 4 110%-120% Range
<b>Office of Academic and Student Affairs</b>				
Senior Vice President, Academic and Student Affairs	\$ 106,550 \$ 119,869	Salary Negotiated	\$ 133,188 \$	\$ 146,507 \$ 159,826
Assistant Vice President of Graduate Studies, Research and Sponsored Programs	\$ 81,806 \$ 92,032	\$ 92,032 \$	\$ 102,258 \$	\$ 112,484 \$ 122,710
Dean, College of Liberal Studies and Social Sciences	\$ 96,243 \$ 108,274	\$ 108,274 \$	\$ 120,304 \$	\$ 132,334 \$ 144,365
Dean, College of Natural and Applied Sciences	\$ 88,826 \$ 99,930	\$ 99,930 \$	\$ 111,033 \$	\$ 122,136 \$ 133,240
Dean, School of Education	\$ 94,200 \$ 105,975	\$ 105,975 \$	\$ 117,750 \$	\$ 129,525 \$ 141,300
Dean, School of Business and Public Administration	\$ 84,694 \$ 95,280	\$ 95,280 \$	\$ 105,867 \$	\$ 116,454 \$ 127,040
Associate Director, Western Pacific Tropical Research Center	\$ 76,995 \$ 86,620	\$ 86,620 \$	\$ 96,244 \$	\$ 105,868 \$ 115,493
Associate Director, Cooperative Extension Service	\$ 64,995 \$ 73,120	\$ 73,120 \$	\$ 81,244 \$	\$ 89,368 \$ 97,493
Dean/Director/Coordinator, Enrollment Management and Student Services	\$ 51,294 \$ 57,705	\$ 57,705 \$	\$ 64,117 \$	\$ 70,529 \$ 76,940
Registrar	\$ 73,448 \$ 82,629	\$ 82,629 \$	\$ 91,810 \$	\$ 100,991 \$ 110,172
Associate/Assistant Deans				
Grants Officer				
Director/Coordinator:				
Learning Resources	\$ 49,056 \$ 55,188	\$ 55,188 \$	\$ 61,320 \$	\$ 67,452 \$ 73,584
Computer Center/Technology Resources	\$ 64,483 \$ 72,544	\$ 72,544 \$	\$ 80,604 \$	\$ 88,664 \$ 96,725
Graduate Studies	\$ 88,278 \$ 99,313	\$ 99,313 \$	\$ 110,348 \$	\$ 121,383 \$ 132,418
Nursing	\$ 62,120 \$ 69,885	\$ 69,885 \$	\$ 77,650 \$	\$ 85,415 \$ 93,180
Centers of Excellence and Research Institutes				
Financial Aid	\$ 50,410 \$ 56,711	\$ 56,711 \$	\$ 63,012 \$	\$ 69,313 \$ 75,614
Student Resource Center (one-stop center)	\$ 40,893 \$ 46,004	\$ 46,004 \$	\$ 51,116 \$	\$ 56,228 \$ 61,339
Student Services/Student Life	\$ 51,550 \$ 57,994	\$ 57,994 \$	\$ 64,438 \$	\$ 70,882 \$ 77,326
Summer School and Off-Campus Programs	\$ 62,288 \$ 70,074	\$ 70,074 \$	\$ 77,860 \$	\$ 85,646 \$ 93,432
Director of Academic Assessment/Institutional Research	\$ 61,695 \$ 69,407	\$ 69,407 \$	\$ 77,119 \$	\$ 84,831 \$ 92,543
Director of Micronesian Area Research Center				

\*Based on Faculty Salary and RRP, Article IV Section A.I.a.(6)

POSITION TITLE	Quartile 1 80%-90% Range	Quartile 2 90%-100% Range	Quartile 3 100%-110% Range	Quartile 4 110%-120% Range
<b>Office of Administration and Finance</b>				
Vice President, Administration and Finance	\$ 86,425 \$ 97,228	\$ 97,228 \$	\$ 108,031 \$	\$ 118,834 \$ 129,637
Comptroller/Chief Financial Officer	\$ 63,190 \$ 71,089	\$ 71,089 \$	\$ 78,988 \$	\$ 86,887 \$ 94,786
Associate Comptroller/Bursar	\$ 51,058 \$ 57,441	\$ 57,441 \$	\$ 63,823 \$	\$ 70,205 \$ 76,588
Associate Budget and Administrative Process Officer	\$ 51,216 \$ 57,618	\$ 57,618 \$	\$ 64,020 \$	\$ 70,422 \$ 76,824
Chief Human Resources Officer	\$ 65,084 \$ 73,220	\$ 73,220 \$	\$ 81,355 \$	\$ 89,491 \$ 97,626
Chief Plant and Facilities Officer	\$ 63,873 \$ 71,857	\$ 71,857 \$	\$ 79,841 \$	\$ 87,825 \$ 95,809
Director/Manager/Coordinator:				
Campus Facilities	\$ 43,704 \$ 49,167	\$ 49,167 \$	\$ 54,630 \$	\$ 60,093 \$ 65,556
Campus Construction Projects	\$ 42,380 \$ 47,678	\$ 47,678 \$	\$ 52,975 \$	\$ 58,273 \$ 63,570
Bookstore and Auxiliary Services	\$ 50,521 \$ 56,836	\$ 56,836 \$	\$ 63,151 \$	\$ 69,466 \$ 75,781
Athletes and Field House	\$ 69,964 \$ 78,710	\$ 78,710 \$	\$ 87,455 \$	\$ 96,201 \$ 104,946
Director, Professional and International Programs	\$ 65,032 \$ 73,161	\$ 73,161 \$	\$ 81,290 \$	\$ 89,419 \$ 97,548
Associate Dir. PIP Telecommunications and Distance Education and Outreach	\$ 44,276 \$ 49,811	\$ 49,811 \$	\$ 55,345 \$	\$ 60,880 \$ 66,414
Associate Dir. PIP Professional Development and Lifelong Learning Center	\$ 43,582 \$ 49,029	\$ 49,029 \$	\$ 54,477 \$	\$ 59,925 \$ 65,372

## **University of Guam Position Description – Director, Professional International Programs**

### **Proposed Salary Range: \$65,032 - \$97,548**

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#### **POSITION NARRATIVE:**

The Professional International Programs (PIP) Director, under the general direction of the Vice President for Administration and Finance, is primarily responsible for providing professional development programs and services that extend the University's educational outreach and enhance its responsiveness to our community and the Asia Pacific region consistent with the mission, strategic initiatives, accreditation standards, autonomy and academic freedom of the University of Guam. The PIP Director manages the Professional Development and Lifelong Learning Center (PDLLC); English Language Institute (ELI); English Adventure/ Edu-Tourism Program (EAP); Telecommunications and Distance Education Operation (TADEO) which includes the Center for Online Learning; Planetarium; and other outreach and grant programs. The Director will also lead development and implementation of Portal, a core component of the institution's E-Works Project that will be the primary internal communication system for the University. The PIP Director supports the achievement of institutional purposes and educational objectives through the management of these programs in a profitable, entrepreneurial, market driven and outcomes based manner. PIP is the University's enterprise arm. The PIP Director manages a staff of 16 and administers programs and services with gross revenues of over \$2 million (M). Direct reports are the Assistant Directors of PDLLC and TADEO; Marketing Specialist; Planetarium Coordinator; ESL Instructors; administrative staff and over 75 annually contracted instructors. The Director reports to the Vice President Administration and Finance on all matters and to the Senior Vice President with regard to academic matters relating to online learning courses developed through the Center for Online Learning and credit-bearing courses offered through PIP.

#### **DUTIES AND RESPONSIBILITIES:**

Primary duties and responsibilities shall include, but not be limited to the following:

- Manage and direct the PIP units, which include PDLLC, ELI; EAP; TADEO and the Online Learning Center; Planetarium; and other outreach and grant programs in a manner that provides a net revenue stream, academic excellence and service quality.
- Through the Online Learning Center, support the institution's goals for online courses in collaboration with the academic schools and colleges and related committees. Provide strategic planning, support, expertise and oversight to better position the institution to attract new markets and increase enrollment via online learning enrollment.
- Lead the development and implementation of the E-Works Project Portal to better serve the University community; improve communication channels, customer service and access to online courses; and provide students with easy access.
- Create and implement a PIP business plan for responding to local, regional and international professional development needs and opportunities within a higher education framework.
- Develop business plans to meet the strategic, market share, and financial goals of the self-funded PIP units through an appropriate mix of commercially offered professional development, personal enrichment and community services training programs, and externally-funded educational and outreach programs.
- Define and deliver profitable strategic initiatives related to market growth and development, innovative lifelong learning, distance education, collaborative educational public/private partnerships, and market-based program development.
- Collaborate with academic administrators on matters of admission and course credit policies and procedures and with college and schools deans and directors on matters that relate to academic programs and distance education.
- Facilitate, deliver and support approved out-of-regular-semester time frame and off island academic credit courses and programs.
- Develop profitable commercial relationships and partnerships with industry, government and other institutions of higher education.
- Plan, prepare, administer and control budgets; maintain financial records; procure contracts; provide financial reports; assemble appropriate human, technical, and financial resources (including grant and other external funding); and identify marketing channels.
- Recruit, develop, motivate, and manage a professional, customer-oriented staff, adjunct faculty and independent contractors.
- Monitor and assure compliance with all relevant external and internal rules, policies, and procedures.
- Efficiently and effectively administer the budgets for the PIP units.
- Chair the University's entrepreneurial planning and oversight committee; serve on the Administrative Council, Academic Officer's Council and University Planning and Budget Advisory Committee; and participate in relevant Board committees.
- Represent UOG at community and campus events.
- Perform miscellaneous related duties as assigned.

#### **MINIMUM QUALIFICATIONS:**

Master's degree from a U.S. accredited college/university or foreign equivalent with five (5) years of progressively responsible leadership experience in two or more of the following areas: a) demonstrated entrepreneurial, business, and marketing success; b) professional development, personal enrichment or community programs; c) sustained, profitable management of similar operations, marketing management of successful, commercial, for-profit enterprise.

#### **PREFERRED QUALIFICATION:**

- Successful, relevant experience and personal networks on Guam and the Pacific islands and in the Asia-Pacific region
- Accomplishments in securing grants and contracts, building shared agendas, and negotiating strategic partnerships
- Experience in project and outreach program management, contract administration, teamwork, problem-solving, and customer service
- Ability to communicate and work effectively with the public, students, employees, and government officials at all levels.

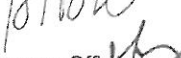




UNIVERSITY OF GUAM  
UNIBETSEDAT GUAHAN

Administration and Finance  
Office of the Vice President

Memorandum

09 May 2012

TO: President   
VIA: Human Resources Office   
FROM: Vice President for Administration and Finance   
SUBJECT: Changes in Administrator Position Description and Salary Range

**PURPOSE**

Further to our discussions and pending the endorsement of the Academic Personnel & Tenure Committee, your approval is sought for the following, effective upon Board approval:

1. *Increase the responsibilities of the Professional and International Programs (PIP) Director (position description attached).* These changes are recommended in order to strategically implement the University's online learning initiative and to better position the University to serve our traditional student market as well as increase enrollment through untapped markets. In addition a major component of the University's E-Works Project has been added. The Director will oversee implementation of "Portal", which will become the primary internal communication system for the University. As PIP significantly encompasses both academic and administrative responsibilities, the PIP Director will report to the VPAF and SVP.
2. *Present a revised Administrative Salary Schedule for the PIP Director to the BOR (attached), based upon the significant additional responsibilities assigned (salary benchmarks attached).* An increase in the median salary from \$71,944 to \$81,290 will be recommended to the AP&T and the BOR at their May 2012 meetings.

**BACKGROUND**

The PIP Director is an academic personnel position within Administration and Finance on the Board-approved list of administrative positions. It is integral to the strategic initiatives underway related to academic quality and online learning, student success, University and community engagement, and institutional effectiveness and efficiency. The PIP unit, which encompasses Professional and Life-long Learning, the English Language Institute, the English Adventure Program, TADEO, the Center for Online Learning, and the Planetarium, is the university's sole revenue generating unit. It has been a self-supporting auxiliary unit for several years, but it is now positioned as the entrepreneurial arm of the institution, upon which the University's general operations depend for revenue and organizational capacity.

The recommended changes to the attached PIP Director job description reflect a significant move forward in the implementation of online learning initiatives which will drive future enrollment at the institution as our island and the surrounding region seek additional online learning opportunities. Online learning has become focal point of the institution as higher education across the nation is changing to adapt to new technologies that affect not only course delivery but the entire higher education model. Our current model has existed for 60 years, but we must develop a new framework to survive for the next 60. The catalyst for this new framework is through online learning, so the role of online learning has become critical to the success of the institution and thus warrants strategic administrative attention.

The Director will also take on added E-Works Project responsibilities and will lead the implementation of Portal, the University's digital information exchange and customer service platform. This is a major project and one that will bring positive change to the way the University communicates with its students and employees and will be integrated with our online learning platform as well as Colleague.

The Director will report to the Vice President Administration and Finance on all matters and to the Senior Vice President with regard to academic matters relating to online learning courses developed through the Center for Online Learning and credit-bearing courses offered through PIP. The latter establishes a closer link of PIP's academic side to the schools and colleges.

With these changes we hope to secure a strategic online learning position in the marketplace that will enable us to defend our traditional markets, augment course offerings and deliver them in a new mode, attract additional students and generate tuition revenue, improve institutional efficiency and effectiveness through implementation of the Portal, and seek entrepreneurial initiatives that engage the University more closely with the community for training, certification, and short term English training needs throughout Asia. This role will also generate new sources of revenue through grants and contracts.

**PIP DIRECTOR SALARY RANGE**

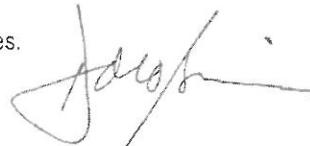
Board policy on administrator salaries has been formulated as follows:

- For equity and competitive recruitment reasons, compensation for University academic personnel is benchmarked to the College and University Professional Association (CUPA) for Human Resources Administrative Compensation Survey. The survey report contains salary comparisons for 167 administrative positions at 1,466 colleges and universities nationwide, making it a key resource for academic administrative and salary-related decision making in the higher education community. It is the benchmarking source for higher education salaries.
- The Board adopted and approved Resolution No. 03-16 on June 19, 2003, allowing the administration to utilize the CUPA Administrative Compensation Survey as a benchmarking source for administrative salaries. Benchmarks were drawn from positions at similarly sized universities and an Administrator Salary Schedule was developed and subsequently approved. Based upon relevant benchmarks and the changed nature of the responsibilities as attached, I advise and recommend an adjustment in the PIP Director median salary level from \$71,944 to \$81,290, which is the weighted average of the attached benchmarks. The current salary range is \$57,556 - \$86,333; proposed is \$65,032 - \$97,548.

**ACTION REQUESTED**

If you concur with the above:

1. Please approve the recommended changes in the responsibilities and new salary range of the PIP Director for final approval by the AP&T Committee and Board of Regents.
2. Sign the attached Position Description, which reflect these changes.



For the University of Guam,  
David O'Brien, VPAF

APPROVED / DISAPPROVED  DATE: 5/9/12  
President

cc: HRO (once acted upon by the President)  
Enclosures