



**UNIVERSITY OF GUAM
UNIBETSEDÁT GUÅHAN
Board of Regents**

Resolution No. 24-30

RELATIVE TO AMENDING THE UNIVERSITY'S ORGANIZATIONAL CHART TO INCLUDE THE ELIMINATION OF THE DIRECTOR, UNIVERSITY EVENTS OFFICE, AND DIRECTOR, DEVELOPMENT, ALUMNI AFFAIRS, AND FOUNDATION RELATIONS, AND ESTABLISHING A VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT POSITION

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

WHEREAS, pursuant to 17 GCA § 16112, the Board of Regents (BOR) Articles of Incorporation, and the BOR Bylaws, the BOR is authorized to adopt rules and regulations governing the selection, compensation, promotion, performance evaluation, disciplinary action and other terms and conditions of employment affecting academic personnel, defined as faculty and administrators;

WHEREAS, the BOR retains authority over Academic Personnel of the University including establishing personnel rules and regulations guiding selection, employment, salary and other compensation;

WHEREAS, the WASC Senior College and University Commission (WSCUC) issued a July 18, 2024 letter to serve as formal notification and official record of action after consideration of the report of the review team that conducted the Accreditation Visit to UOG on February 28 – March 1, 2024, using the 2013 Standards of Accreditation. The Commission requires the creation and implementation of an advancement plan to strengthen alumni engagement and philanthropic efforts with the goal of broadening the institution's revenue streams;

WHEREAS, the University is committed to aligning its organizational structure with its new strategic plan, *Tulos Mo'na: Navigating 2024-2029*, which emphasizes streamlined operations, enhanced collaboration, and a stronger focus on comprehensive advancement initiatives;

WHEREAS, the elimination of the Director, University Events Office, and Director, Development, Alumni Affairs, and Foundation Relations positions, alongside the establishment of a Vice President for University Advancement, will create a more integrated and efficient framework for achieving the University's strategic advancement goals, fostering deeper engagement with alumni, and optimizing resources to advance the mission of the University;

WHEREAS, the University Vice President for Advancement would serve a pivotal role dedicated to support and enhance the University's mission through strategic oversight of institutional programs and comprehensive fundraising initiatives to foster sustainable growth and engagement within the University community;

WHEREAS, the position is established to enhance the University's mission by developing and implementing strategic initiatives in alumni affairs, advancement and foundation activities, and auxiliary services;

WHEREAS, the major end result of this role is to cultivate robust relationships with alumni and stakeholders, drive philanthropic support, elevate the University's brand, and enhance overall institutional visibility;

WHEREAS, the UOG Administrative Council has reviewed this action and recommended that it be sent to the President for consideration to forward to the BOR Academic, Personnel and Tenure committee; and

WHEREAS, the BOR Academic, Personnel and Tenure and Budget, Finance, and Audit committees have reviewed this action and recommends this be sent to the full BOR for approval.

NOW, THEREFORE, BE IT RESOLVED, that the BOR approves the proposed amendments to the organizational chart including the creation of the Vice President for University Advancement position. The Director, University Events Office and Director, Development, Alumni Affairs, and Foundation Relations positions will be removed accordingly.

Adopted this 12th day of December, 2024.



Lesley-Anne Leon Guerrero, Chairperson

ATTESTED:



Anita Borja Enriquez, D.B.A., Executive Secretary

**UNIVERSITY OF GUAM
POSITION DESCRIPTION
VICE PRESIDENT, UNIVERSITY ADVANCEMENT**

SALARY RANGE: Salary Negotiated

POSITION NARRATIVE:

This is a full-time (12 month) administrative professional position reporting to the President of the University of Guam (UOG). The Vice President of Advancement is a pivotal leadership role dedicated to supporting and enhancing the University's mission through strategic oversight of institutional programs and comprehensive fundraising initiatives. This position is designed to foster sustainable growth and engagement within the University community. The Vice President will develop and implement strategic initiatives across alumni affairs, advancement and foundation activities, and auxiliary services. The primary objective of this role is to cultivate robust relationships with alumni and stakeholders, drive philanthropic support, elevate the University's brand, and enhance overall institutional visibility. By aligning these efforts, the Vice President of Advancement ensures that the University can effectively fulfill its educational objectives, expand resources, and create a lasting impact within the community and beyond. Ultimately, this position is crucial for sustaining the University's mission and advancing its long-term strategic goals.

MINIMUM QUALIFICATIONS:

1. A master's degree from a US accredited institution or foreign equivalent;
2. Ten (10) years of professional experience in alumni/public relations, fundraising, sales, and promotions, marketing, student activities or related fields involving the administration or coordination of, or participation in, a comprehensive public relations/fundraising/marketing program; and
3. Candidate must possess strong leadership, excellent communication and organizational skills, a proven record of successful event management and the ability to develop realistic goals tied to budgetary plans, and a demonstrated ability to relate to and work with ethnically diverse populations.

PREFERRED QUALIFICATIONS:

1. Knowledge of and/or experience working with volunteer groups, and familiarity with the University's academic mission, programs, alumni activities, student body and campus is preferred.
2. Familiarity with alumni affairs initiatives and strategies for higher education institutions.

DUTIES AND RESPONSIBILITIES:

Major duties and responsibilities include, but are not limited to, the following:

1. Develop and implement a comprehensive fundraising program to support the University's priorities, ensuring alignment with strategic goals and measurable financial targets.
2. Oversee the planning and execution of programs and activities designed to enhance philanthropic support for the University, measuring success through increased donor participation and contributions.

Vice President, University Advancement Position Description

3. Identify, cultivate, and solicit major gifts from individuals, corporations, and foundations, with performance assessed through the value and number of secured major gifts.
4. Coordinate fundraising activities with the UOG Endowment Foundation and contribute to the development of a comprehensive fundraising strategy that aligns with institutional objectives.
5. Develop and implement initiatives that foster and strengthen relationships between UOG alumni and the University, gauged by alumni engagement metrics and satisfaction surveys.
6. Actively engage alumni, faculty, students, and other constituents in institutional development activities to build a supportive community and enhance participation rates.
7. Develop and maintain an accurate alumni database while expanding the membership base of the UOG Alumni Association through targeted marketing and outreach efforts.
8. Plan, develop, and provide guidance for the establishment of Alumni Association chapters, ensuring their programs, services, and events effectively promote alumni engagement.
9. Provide leadership and direction for donor and alumni recognition events and opportunities, collaborating with the UOG Endowment Foundation to enhance recognition efforts.
10. Develop annual publications that highlight alumni success and contributions, measuring impact through distribution metrics and feedback from recipients.
11. Oversee auxiliary programs that generate additional revenue and support University operations, ensuring alignment with overall advancement strategies.
12. Collaborate with the Marketing and Communications department to expand the University's visibility and assess its impact using metrics.
13. Perform other related duties as assigned, contributing to the overall effectiveness and adaptability of the advancement office.

Approved:



Anita Borja Enriquez, D.B.A., President

Date: 12/12/24

UOG Administrator's Salary Scale

Amended by Board of Regents' Resolution 24-30, December 12, 2024

Position Title	CUPA * Position No.	BOR Reference	Quartile 1 80%-90% Range		Quartile 2 90%-100% Range		Quartile 3 100%-110% Range		Quartile 4 110%-120% Range	
Office of the President										
1 President			<i>Salary Negotiated</i>							
2 Chief Marketing and Communications Officer	#1048	03-09, 03-16	\$86,544	\$97,362	\$97,362	\$108,180	\$108,180	\$118,998	\$118,998	\$129,816
3 Director, Auxiliary Services	#3050	03-09, 03-16	\$58,464	\$65,772	\$65,772	\$73,080	\$73,080	\$80,388	\$80,388	\$87,696
4 Web Master	#5015	05-28	\$57,926	\$65,167	\$65,167	\$72,408	\$72,408	\$79,649	\$79,649	\$86,890
5 Chief Planning Officer	#1033	03-09, 03-16	\$90,116	\$101,381	\$101,381	\$112,645	\$112,645	\$123,910	\$123,910	\$135,174
6 Chief of Staff and Board Liaison	#1004	20-02	\$90,464	\$101,772	\$101,772	\$113,080	\$113,080	\$124,388	\$124,388	\$135,696
7 Vice President for University Advancement	#8001	03-09, 03-16, 11-01	<i>Salary Negotiated</i>							
8 Director, Global Learning and Engagement	#1208	20-02	\$91,694	\$103,156	\$103,156	\$114,618	\$114,618	\$126,080	\$126,080	\$137,542
9 Associate Director, Global Learning and Engagement	#2010	09-01	\$65,209	\$73,360	\$73,360	\$81,511	\$81,511	\$89,662	\$89,662	\$97,813
10 General Counsel	#1036	03-09	\$122,400	\$137,700	\$137,700	\$153,000	\$153,000	\$168,300	\$168,300	\$183,600
Office of Academic and Student Affairs										
11 Senior Vice President and Provost		03-09, 03-16	<i>Salary Negotiated</i>							
12 Dean, College of Liberal Arts and Social Sciences	#1204	03-09, 03-16	\$109,102	\$122,739	\$122,739	\$136,377	\$136,377	\$150,015	\$150,015	\$163,652
13 Associate Dean, CLASS	#1404	06-06	\$82,763	\$93,109	\$93,109	\$103,454	\$103,454	\$113,799	\$113,799	\$124,145
14 Dean, College of Natural and Applied Sciences	(#1201+1236)/2	03-09, 03-16	\$132,106	\$148,619	\$148,619	\$165,132	\$165,132	\$181,645	\$181,645	\$198,158
15 Associate Dean, Instruction	#1409	06-06	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
16 Associate Director, Western Pacific Tropical Research Center	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
17 Associate Director, Cooperative Extension Service	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
18 Dean, Enrollment Management and Student Success	#1043	14-29	\$100,000	\$112,500	\$112,500	\$125,000	\$125,000	\$137,500	\$137,500	\$150,000
19 Associate Dean, EMSS and Registrar	(#1044+1045)/2	15-32	\$75,767	\$85,238	\$85,238	\$94,709	\$94,709	\$104,180	\$104,180	\$113,651
20 Athletics and Field House Director [Director, Athletics and Field House, Athletics Director]	#6001	14-19	\$62,351	\$70,145	\$70,145	\$77,939	\$77,939	\$85,733	\$85,733	\$93,527
21 Director, Financial Aid and Triton One Stop	#2082	03-09, 03-16	\$61,346	\$69,014	\$69,014	\$76,682	\$76,682	\$84,350	\$84,350	\$92,018
22 Director, Residence Halls	#7076	15-16	\$57,418	\$64,595	\$64,595	\$71,772	\$71,772	\$78,949	\$78,949	\$86,126
23 Dean, School of Business and Public Administration	#1206	08-11	\$119,727	\$134,693	\$134,693	\$149,659	\$149,659	\$164,625	\$164,625	\$179,591
24 Dean, School of Education	#1212	08-11	\$108,669	\$122,252	\$122,252	\$135,836	\$135,836	\$149,420	\$149,420	\$163,003
25 Dean, School of Engineering	#1213	16-27	\$124,794	\$140,394	\$140,394	\$155,993	\$155,993	\$171,592	\$171,592	\$187,192
26 Dean, School of Health	#1230	05-34, 14-01	\$115,244	\$129,650	\$129,650	\$144,055	\$144,055	\$158,461	\$158,461	\$172,866
27 Dean, University Libraries	#1226	18-14	\$104,190	\$117,213	\$117,213	\$130,237	\$130,237	\$143,261	\$143,261	\$156,284
28 Director, RFT Micronesian Area Research Center (MARC)	#1409	12-11	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
29 UOG Press Director and Publisher	#3006*9	21-20	\$75,538	\$84,981	\$84,981	\$94,423	\$94,423	\$103,865	\$103,865	\$113,308
30 Director, Center for Excellence in Dev Disabilities, Education, Research, & Svc (CEDDERS)	#1409	19-05	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
31 Director, Center for Island Sustainability & Sea Grant	#1409	22-38	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
32 Director, Marine Laboratory	#1205	22-39	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
33 Director, Water and Environmental Research Institute (WERI)	#1409	Sept 15, 2022 BOR	\$107,744	\$121,212	\$121,212	\$134,680	\$134,680	\$148,148	\$148,148	\$161,616
34 Vice Provost for Academic Excellence, Graduate Studies, and Online Learning	#2002	07-25, 16-36	\$98,941	\$111,308	\$111,308	\$123,676	\$123,676	\$136,044	\$136,044	\$148,411
35 Associate Director, Telecommunication & Distance Education Operation (TADEO)	#2012	09-01	\$59,994	\$67,494	\$67,494	\$74,993	\$74,993	\$82,492	\$82,492	\$89,992
36 Vice Provost for Institutional Effectiveness	#2002	16-36	\$98,941	\$111,308	\$111,308	\$123,676	\$123,676	\$136,044	\$136,044	\$148,411
37 Vice Provost for Research & Sponsored Programs	#8027	16-36	\$109,769	\$123,490	\$123,490	\$137,211	\$137,211	\$150,932	\$150,932	\$164,653
38 Director, Contracts and Grants	#3005	03-09, 03-16, 14-29	\$64,000	\$72,000	\$72,000	\$80,000	\$80,000	\$88,000	\$88,000	\$96,000
Office of Administration and Finance										
39 Vice President, Administration and Finance and Chief Business Officer		14-19	<i>Salary Negotiated</i>							
40 Associate Budget and Administrative Process Officer	#3026	03-09, 03-16, 21-03	\$82,469	\$92,777	\$92,777	\$103,086	\$103,086	\$113,395	\$113,395	\$123,703
41 Chief Human Resources Officer	#1037	03-09, 03-16	\$83,200	\$93,600	\$93,600	\$104,000	\$104,000	\$114,400	\$114,400	\$124,800
42 Director, EEO and Title IX/ADA Coordinator	#4009	16-16	\$72,015	\$81,017	\$81,017	\$90,019	\$90,019	\$99,021	\$99,021	\$108,023
43 Chief Information Officer (benchmarked to CUPA 2013/2014 for effective recruitment)	#1038	15-20	\$99,184	\$111,582	\$111,582	\$123,980	\$123,980	\$136,378	\$136,378	\$148,776
44 Comptroller	#1040	03-09, 03-16	\$82,072	\$92,331	\$92,331	\$102,590	\$102,590	\$112,849	\$112,849	\$123,108
45 Associate Comptroller / Bursar	#3027	10-30	\$60,011	\$67,513	\$67,513	\$75,014	\$75,014	\$82,515	\$82,515	\$90,017
46 Director, Facilities Management and Services	#1039	03-09, 03-16	\$83,360	\$93,780	\$93,780	\$104,200	\$104,200	\$114,620	\$114,620	\$125,040
47 Capital Projects Manager (benchmarked to CUPA 2013/2014 for effective recruitment)	#121000	18-26, 21-03, 22-16	\$92,358	\$103,903	\$103,903	\$115,448	\$115,448	\$126,993	\$126,993	\$138,538
48 Risk Officer [Internal Auditor]	#1050	16-07, 20-16	\$76,287	\$85,823	\$85,823	\$95,359	\$95,359	\$104,895	\$104,895	\$114,431

Scale managed by UOG Human Resources Office.

Originating Resolution for many positions 03-09 (confirmation or establishment) and 03-16, and 15-20 for this salary framework.

* CUPA 2008-2009, unless otherwise stated.

July 18, 2024

Dr. Anita Enriquez
President
University of Guam
303 University Drive
UOG Station
Mangilao, Guam 96923

Dear President Enriquez:

This letter serves as formal notification and official record of action taken concerning the University of Guam (UOG) by the WASC Senior College and University Commission (WSCUC) at its meeting June 28, 2024. This action was taken after consideration of the report of the review team that conducted the Accreditation Visit to UOG February 28 – March 1, 2024, using the 2013 Standards of Accreditation. The Commission also reviewed the institutional report and exhibits submitted by UOG prior to the Accreditation Visit, and the institution’s May 7, 2024, response to the team report. The Commission appreciated the opportunity to discuss the visit with you and your colleagues Abigail Martin, Comptroller; Sharleen Santos-Bamba, Senior Vice President and Provost; Randall Wiegand, Vice President of Administration and Finance; Marlina O.F. Pangelinan, Vice Provost for Institutional Effectiveness; Pamela Peralta Taitano, Interim Vice Provost, Office of Research and Sponsored Programs; Vince Dela Cruz, Chief Information Officer; Gene A Rojas, Associate Professor of Public Administration; Roseann Jones, Dean SBPA; Rachel Cubacub, Associate Budget/Process Officer; Andrea Sant, Interim Associate Director, Center for Online Learning; and Monique Storie, Dean, University Libraries and Interim Vice Provost for Graduate Studies. Your comments were very helpful in informing the Commission’s deliberations. The date of this action constitutes the effective date of the institution’s new status with WSCUC.

Actions

1. Receive the Accreditation Visit team report
2. Reaffirm accreditation for a period of eight years
3. Schedule the next reaffirmation review with the Offsite Review in fall 2031 and the Accreditation Visit in spring 2032
4. Schedule a Progress Report to be submitted by January 3, 2025, containing the Student Handbook, Code of Conduct, and Title IX policies ensuring compliance with relevant federal regulations
5. Schedule an Interim Report to be submitted by November 1, 2028, to address:
 - a. the impact of co-curricular programs on improving student experiences and contributing to student success and completion.

- b. confirmation that the course schedule details class listings, modality, location, name of faculty for the course, dates, times, and unit values, and that students receive accurate, essential, and timely information for academic advising and planning.
- c. evidence of an updated program review timeline and two examples of completed program reviews not covered by any professional or programmatic accreditation.

Commendations

The Commission commends the institution for the following:

1. Persevering through a series of challenges such as the pandemic, typhoon, and leadership changes, ensuring support for faculty, staff, and students throughout.
2. Participating in the American Association of State Colleges and Universities' (AASCU) student success equity intensive, identifying barriers to student success, closing equity gaps, and supporting student success outcomes.
3. Designing and integrating island wisdom throughout the curriculum and co-curriculum to showcase Guam's unique culture and identity, creating a distinctive higher education experience that positions the university as a mission-driven institution and a hub for partnerships with the local and regional communities.
4. Proposing and implementing a budget strategy that aligns the institution's financial allocations with its highest priorities.
5. Garnering strong support from the Board of Regents who demonstrate a deep understanding of the University of Guam's challenges and opportunities, coupled with strategic planning for its future.
6. Embodying its mission with a strong sense of collegiality, deeply rooted in the local culture, place, and community.
7. Deliberately expanding its research portfolio to benefit the community and region.

Areas for Development

The Commission requires the institution to respond to the following areas for development:

1. Update the Student Handbook, Code of Conduct, and Title IX policies to align with best practices in higher education and comply

with applicable federal regulations. (CFRs 1.6, 2.13)

2. Develop a strategic enrollment management plan to be more responsive to market trends, retention priorities, and resource availability. (CFRs 3.4, 4.7)
3. Implement transparent, user-friendly practices, developed collaboratively by academic and student affairs, that provide definitive and complete course scheduling information, minimize bureaucratic hurdles, and ensure students receive accurate, essential, and timely academic planning information. (CFRs 2.12, 2.13)
4. Enhance inclusion by actively involving adjunct faculty, staff, and students in shared governance to ensure diverse perspectives are considered when developing the institution's priorities and policies. (CFR 3.7)
5. Create and implement an advancement plan to strengthen alumni engagement and philanthropic efforts with the goal of broadening the institution's revenue streams. (CFR 3.4)
6. Refine co-curricular strategies within the Triton Ecosystem of Support to enhance student retention and graduation, ensuring ineffective strategies are phased out and promising practices are adopted or expanded in a single, cohesive approach. (CFR 2.11)
7. Improve the program review process by clarifying the relationship between institutional reviews and those conducted by professional associations, establishing practical timelines for reviews, and incorporating structured feedback mechanisms to ensure continuous improvement of academic program quality. (CFRs 2.7, 4.4)
8. Implement the recommendations from the Distance Education review in the team report, integrating distance education students into the larger UOG culture, strengthening interaction between students and faculty in distance education courses, collecting retention, graduation, and disaggregated student learning data by modality, and aligning online/hybrid programs with strategic planning and demand. (CFRs 2.5, 2.10, 4.4, 4.7)

In taking this action to reaffirm accreditation, the Commission confirmed that the University of Guam completed the two-stage institutional review process conducted under the 2013 Standards of Accreditation. In keeping with WSCUC values, UOG should strive for ongoing improvement with adherence to all Standards of Accreditation and their associated CFRs to foster a learning environment that continuously strives for educational excellence and operational effectiveness.

In accordance with Commission policy, a copy of this letter is being sent to the chair of UOG's governing board. The Commission expects that the team report and this action letter will be posted in a readily accessible location on the UOG's website and widely distributed throughout the institution to promote further engagement and improvement and to support the institution's response to the specific issues identified in these documents. The team report and the Commission's action letter will also be posted on the WSCUC website. If the institution wishes to respond to the Commission action on its own website, WSCUC will post a link to that response on the WSCUC website.

Finally, the Commission wishes to express its appreciation for the extensive work that the University of Guam undertook in preparing for the accreditation review. WSCUC is committed to an accreditation process that adds value to institutions while contributing to public accountability, and we thank you for your continued support of this process. Please contact me if you have any questions about this letter or the action of the Commission.

Sincerely,



Jamienne S. Studley
President

JSS/bgd

Cc: Tracy Poon Tambascia, Commission Chair
Sharleen Santos-Bamba, ALO
Sandra McKeever, Board Chair
Members of the Accreditation Visit Team
Barbara Gross Davis, Vice President