



UNIVERSITY OF GUAM
UNIBETSEDĀT GUĀHAN
Board of Regents

Resolution No. 23-27

**RELATIVE TO EXPRESSING APPRECIATION TO DAVID S. OKADA
FOR HIS EXEMPLARY SERVICE IN MULTIPLE KEY ROLES AND AS THE CHIEF PLANNING OFFICER AND INTERIM
CHIEF OF STAFF & BOARD LIAISON WITH THE UNIVERSITY OF GUAM FOR 16 YEARS AND 11 MONTHS**

WHEREAS, upon the retirement of David S. Okada on September 30, 2023, the University of Guam (UOG) community wishes to express its sincere gratitude for his dedication and exemplary service;

WHEREAS, David S. Okada graduated from George Washington Senior High School, third in his class, on Guam in 1977; earned a Bachelors in Business Administration degree in Management (Cum Laude) from UOG as a Merit Scholarship recipient and received his Army commission as a Second Lieutenant from UOG's Senior Reserve Officers' Training Corps (SROTC) Program as a Distinguished Military Graduate in 1983; and earned a Master of Arts double degree in Adult Education and Executive Development (Dean's Citation for Academic Excellence) from Ball State University, Indiana in 1993;

WHEREAS, David S. Okada was hired as UOG's interim Director of Institutional Effectiveness, Planning, and Research in October 2006 and was immediately assigned as a Co-Chair with then UOG President Harold Allen to the Civilian Military Task Force Education Subcommittee established by the Governor of Guam and facilitated all the meetings, briefings, village outreach, surveys, and completion of a credible island-wide comprehensive K-18 Education Report on the impact on education from the military buildup, and included input to the Draft Environmental Impact Statement in 2009; and served as a representative in seven other subcommittees contributing to their reports until completion up through 2012;

WHEREAS, David S. Okada was involved in many areas of the University to include supporting and contributing to the successful Western Association of Schools and Colleges' (WASC's) visits in 2007, 2009, and 2017, in which UOG achieved two eight-year terms of accreditation approved by WASC; facilitated the development of the Good-To-Great (G2G) Strategic Plan under then UOG President Robert Underwood and facilitated the strategic/academic plans for several departments to align with the University-level strategy; facilitated, with the Special Assistant to the President and strategic planning committee, the Para Hulo' Strategic Plan under UOG's 11th President Thomas Krise which built upon the G2G initiatives;

WHEREAS, David S. Okada, while also serving as the Guam Homeland Security (GHS) Liaison and a Response Activity Coordinator since 2007, significantly contributed to Guam's various islandwide crisis and disaster plans ensuring UOG's roles were clear and realistic; served as a point of contact with GHS and Federal Emergency Management Agency (FEMA) for several typhoons which UOG received over \$149,857 back in reimbursements; coordinated with the Department of Public Health and Social Services (DPHSS) with a successful H1N1 Point of Distribution for mass immunization for central Guam at the UOG Calvo Field House in 2008-2009; developed the UOG Continuity of Operation Plan for the COVID-19 Pandemic/Public Health Emergency in 2020-2023, to include assisting with procuring needed supplies for operations, fundraising for supplies and mask distribution, assisting with contact tracing training, assisting with implementing social distancing and sanitizing protocols, and assisting with standing up an immunization center at the UOG Calvo Field House through the Global Learning and Engagement Office with DPHSS, and transitioning UOG back to a new normal of operations, post-COVID-19;

WHEREAS, David S. Okada assisted with finalizing a 2008 University Capital Campaign Priorities List in coordination an *ad hoc* Committee, resulting in 24 projects totaling \$89.97M which was used to submit projects under the U.S. Department of Education American Recovery Re-investment Act of 2009 funding of which \$17M was approved for strengthening technology infrastructure; modernizing, renovating, and repairing student classrooms, lab/technology facilities, dorms, and selected Americans with Disabilities Act compliance structures; and creating jobs for 32 faculty and academic/institutional support personnel;

WHEREAS, David S. Okada, in 2008, coordinated the renaming of the ROTC Scholarship Program to the Major Henry San Nicolas Ofeciar Scholarship, which recognized Major Ofeciar for his service as an ROTC and UOG graduate, who made the ultimate sacrifice in defense of our nation and island in 2007, and was formally documented in Board of Regents (BOR) Resolution 08-23 and announced in a ceremony with the Ofeciar family on the UOG campus;

WHEREAS, David S. Okada, in coordination with the UOG Green Committee, assisted with developing and finalizing a 2009 Environmental Protection Agency Stimulus Funding award through the State Energy Office for two projects and one team project with the Guam Department of Education and Guam Community College totaling \$1.75M;

WHEREAS, David S. Okada assisted with organizing a 2009 Education Summit series led by the Guam Legislature Speaker's Office and shaping the first three summit meetings whose mission was to establish a strategic framework for enhancing educational excellence and increasing students' potential for college, work readiness, and global competitiveness within the next five years; coordinated and facilitated discussions on Teacher Effectiveness, Longitudinal Data Systems, and Workforce Readiness; and assisted with the final briefings and transition plan of functions to task force/teams established by the Summit Committee;

WHEREAS, David S. Okada, with the President Staff, coordinated and facilitated 42 Presidential Lecture series since 2009 inviting a variety of local, national, and international prominent speakers or panels on a wide variety of topics; developed a decision briefing on the Graduate Studies Program Transformation Plan that was transferred to the Vice Provost for implementation; finalized the "Internationalizing UOG" proposal with the Professional and International Programs (PIP) Director and EMSS Dean for implementation, and transferred all international Memorandums of Agreement/Understanding to PIP as the one-source repository, to include articulation of international courses with UOG;

WHEREAS, David S. Okada, in 2010, facilitated a sensitive multi-agency effort for repatriating remains and artifacts on UOG campus with the College of Liberal Arts and Social Sciences, Micronesia Area Research Center, Guam Museum, Guam Historic Preservation Office, Naval Facilities Engineering Command – Marianas, Department of Parks and Recreation, and

Department of Chamorro Affairs, of which remains related to Rota and Tinian were respectfully repatriated to them, local remains and artifacts were respectfully repatriated to the Guam Museum, and Department of Defense project remains and artifacts were authorized to be given to and were respectfully received by the Guam Museum;

WHEREAS, David S. Okada, in 2010, coordinated and facilitated the Pete Ada, Jr. Dedication Ceremony involving renovating the ROTC classrooms, obtaining commemoration plaques and pictures, and developing the program for his family's participation to commemorate his service as a BOR member from 1974-1982 (four years as the Chairman), when the University built six facilities; for his significant donations through the Endowment Foundation; and for being one of the founding fathers of the UOG SROTC Program;

WHEREAS, David S. Okada, in 2010/2011, assisted with the United States Department of Agriculture (USDA) loan and Guam Legislature debt service support write-up for BOR Resolution 10-21 and Guam Legislature resolution for funding support for the loan covering the Student Services Center and Engineering School Annex, keeping open communication with USDA, the 30th Guam Legislature, Guam Economic Development Authority, and Guam State Clearinghouse; and the refinancing of the current USDA loan for the Leon Guerrero Building to a lower financing rate;

WHEREAS, David S. Okada managed and completed the Vision 2025 Physical Master Plan (PMP) in 2011 coordinating over 61 collaborative meetings, briefings, and updates with the University units and leadership, which served as the official document upon which the University will actively build its capacity towards a 21st century campus; managed the development of the PMP 3D Model in 2013 that served as the visual showcase throughout the years at several events; and further updated the PMP in 2017 and 2020-2023, in coordination with the Acting Chief Planning Officer, to align with the new Para Hulo strategic plan and new funding sources;

WHEREAS, David S. Okada, while also serving as acting or interim Institutional Compliance Officer (ICO) on several occasions between 2015 to 2016, successfully facilitated a mandatory 100% employee online and on-site training rate for "Preventing Sexual Harassment" training in 2015-2016; helped to finalize an updated UOG Sexual Misconduct Policy in March 2016; successfully coordinated for a mandatory student online Sexual Misconduct Training that started in the Fall 2016 semester; facilitated a provisional Sexual Misconduct 24/7 helpline from March 1, 2016 to May 31, 2016; developed an investigation template for investigators to use as a framework in 2016; and successfully partnered with the Guam Coalition Against Sexual Assault & Family Violence to bring Title IX Investigator Training and Certification to Guam to expand the pool of trained investigators at UOG, Guam Community College, Guam Department of Education, and interested Government and non-profit organizations;

WHEREAS, David S. Okada, in January 2017, served as the UOG President's point of contact and participated in discussions concerning a \$12M federally funded Cultural Repository with the Office of Economic Adjustment, Governor's Office, Chief Plant and Facilities Officer (CPFO), Micronesia Area Research Center Director, and other UOG leadership personnel, resulting in UOG being the location of choice for the construction of all options reviewed; had a site dedication in April 2018; completed the approval of a construction contractor, assigned the Special Assistant to the President/Acting Chief Planning Officer as the Project Manager, and working together with the Project Manager, General Counsel, and a core UOG Team up through 2022, completed the successful construction of the Guam Cultural Repository (GCR) after several meetings and inspections;

WHEREAS, David S. Okada, while also serving as interim Executive Assistant to the President in Dec 2017, then transitioned as the Interim Chief of Staff and Board Liaison in Feb 2020, assisted with the continuous update and major revision of the Rules, Regulations, and Policy Manual to the University Policy Manual; with the office staff, successfully assisted the UOG President and Vice Presidents in supporting all the administrative functions of six BOR committees, the Board of the whole, and the Regent Nominating Council, to include required training and orientations for nine regents and updating Bylaws and governing regulations; completed the annual budget for the President's Office; established a resolution template for consistency in framework and format; updated the emeritus and honorary degree policies; developed a Book of Appendices as a reference for the BOR with the Acting Chief Planning Officer (CPO); and upgraded the audio/visual equipment to support BOR meetings and meet bylaws and new public law requirements;

WHEREAS, David S. Okada, while also serving as the interim CPFO in April 2019, and working together with the Acting CPO and President Office Project Coordinator, updated the strategic plan for the organization to the "Facilities, Management and Services" (FMS) organization; updated key duty position descriptions and hired against four of six critical positions which he and the Acting CPO were concurrently absorbing – FMS Director, Capital Project Manager, Building Maintenance Superintendent, and Capital Improvement Project Officer; procured and implemented a new database/software management system, called FMX, designed to efficiently manage work orders, inventory management, work schedules, preventive maintenance schedules, and cycle replacement timelines, capable of generating management reports and status of jobs/tasks; completed the storm water outfall project, science building expansion project, engineering school lab preparations, Marine Lab lanai roof repair project with the Seabees, and water filling stations for students and employees in five major facilities, including the dormitories; and assisted with the planning towards the construction of four new critical facilities — the Student Success Center, School of Engineering, School of Health Annex, and the Water and Environmental Research Institute;

WHEREAS, David S. Okada, while also serving as acting or interim Safety Administrator on several occasions between 2007 and Oct 2020, initially developed the UOG Crisis and Disaster Management Plan framework in 2007-2008; provided the framework for getting National Incident Management System certified to all UOG leadership since 2009; assisted with developing, updating, and distributing a safety brochure since 2009; completed the "Shooting/Sniper/Violent Armed Individual" procedures in 2009, and conducted briefings to the BOR, students, employees, dorm students, and selected classes upon request; completed the "Emergency Fire and Evacuation Procedures" in 2010 with announced fire drills for every major facility in 2011; distributed the Earthquake guidelines from FEMA and GHS, and started participating in the Great Guam Shakeout in 2011, to include conducting after action reviews; completed the "Bomb Threat and Evacuation Procedures" in 2016 and distributed the checklist to be placed by every phone; and developed a "North Korean Threat" information briefing providing a UOG framework in response related to a potential missile attack in 2013, and provided this to the UOG leadership;

WHEREAS, David S. Okada, while also serving as acting or interim Safety Administrator, updated the campus parking areas for Two-Wheeled Motor Vehicle parking and Bicycle Rack Parking Plan in accordance with the Public Law 30-186 guidelines in 2011; updated the UOG Parking Policy in 2015, addressed the illegal parking issues on campus, and assisted in

identifying additional overflow parking areas in 2016; updated the campus in selected areas with truncated domes to support a seeing-impaired student to maneuver through campus in 2016; re-organized the Institutional Safety Committee as a means to address safety issues with representatives from each major department in 2018; addressed recurring issues of lighting on campus at night; coordinated for a GHS Beacon to be installed at UOG to receive emergency notices in Dec 2021; and assisted with procurement of a new Alertus System in 2022 for emergency notices to go out through multiple medium, when needed;

WHEREAS, David S. Okada has been involved in over 28 UOG committees and councils that serve to address academic, support, governance processes, or activities; was instrumental in oversight management of Charter Day since 2011, President's Cup since 2013, and student line up for commencement since 2007; provided support to the Festival of the Pacific Arts Navigators in 2016-2017; assisted with the successful implementation of the UOG 60th Anniversary celebration in 2012 and 70th Anniversary celebration in 2022, UOG Triton's Award Program, and Distinguished Alumni Award Program; and maintained the UOG/Coast 360-sponsored bus stop by removing graffiti and cutting the grass for the many students and community members who use it;

WHEREAS, David S. Okada served as an informal University ombudsman handling a variety of issues for students, employees, and the community; served as an advisor, confidant, and sounding board in numerous situations for students and employees over the past 16+ years; and assisted with the past three presidential search processes, transitions, farewells, and investitures;

WHEREAS, David S. Okada serves the Guam community as a member in non-profit organizations to include the Knights of Columbus, Guam Nikkei Association, George Washington Senior High School Class of 1977 Reunion, and Saint Francis Catholic School Parent Alumni Organization; and assisted the Guam Girl Scout Association with their strategic planning and fundraising events in 2006-2009 as a University representative;

WHEREAS, over his tenure at UOG, David S. Okada worked in many different positions simultaneously within the University filling multiple critical roles where needed and completing important tasks, served as an effective administrator working with and guiding people to get things done, and facilitated efforts behind-the-scenes to improve the success of many events, activities, and projects, which earned him the 2021 Triton of the Year award; and

WHEREAS, the Academic, Personnel, and Tenure Committee has reviewed this recommendation and recommends approval of this resolution expressing appreciation to David S. Okada for his numerous accomplishments in multiple key roles over the past sixteen years and eleven months to the BOR.

NOW, THEREFORE, BE IT RESOLVED, that the UOG BOR, the administration, faculty, staff, and students, convey to David S. Okada their heartfelt gratitude for his significant accomplishments in multiple roles he served, exemplary service as a valued member of the University community, and devotion to the progress and prosperity of our University and our island; and

BE IT FURTHER RESOLVED, that copies of the resolution be sent to David S. Okada and his family, to UOG, to the Governor of Guam, and to the members of the thirty-seventh (37th) Guam Legislature.

Adopted this 28th day of September, 2023.

Sandra H. McKeever, Chairperson

ATTESTED:

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