# UNIVERSITY OF GUAM
# UNIBETSEDAT GUAHAN
# BOARD OF REGENTS

## RESOLUTION NO. 15-20

## RELATIVE TO REVISING THE LIST OF ADMINISTRATIVE POSITIONS AND SALARY SCHEDULE

**WHEREAS,** the University of Guam (UOG) 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 (BOR); and

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

**WHEREAS,** on May 22, 2003, the BOR 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 University administration has adopted the College and University Professional Association for Human Resources (CUPA-HR) administrative compensation surveys as its benchmark for best practice in establishing academic administrator positions and salaries; and

**WHEREAS,** the administration recommends the creation of the Chief Information Officer position, which is critical in delivering the University's mission, Good to Great and other strategic initiatives, and infrastructure support and controls; and

**WHEREAS,** based upon an assessment of the priority needs of the University, of the responsibilities of the position, and of comparable CUPA-HR salary benchmarks, the administration has developed the associated position description and recommended salary scale; and

**WHEREAS,** the Academic, Personnel and Tenure Committee reviewed the administration's recommendations, and together with the President, recommend to the BOR the attached list of Administrative Positions and Administrative Salary Schedule.

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

Adopted this 18th day of June, 2015.

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William D. Leon Guerrero, Chairperson

**ATTESTED:**

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Dr. Robert A. Underwood, Executive Secretary

**MEMORANDUM**

TO: PRESIDENT

FROM: VPAF

DATE: JUNE 8, 2015

RE: JUSTIFICATION FOR CIO POSITION

Some of the goals of the University of Guam's Good to Great initiative include the following:

- ✓ Improve Big Data capabilities to support UOG research activities
- ✓ Improve utilization of IT systems by students
- ✓ Improve IT related educational programs
- ✓ Replace manual systems with computerized systems

All of these goals are impacted by strategic planning and leadership within the IT area. As the Good to Great document states, UOG has been making progress in all of these directions but it has been determined that a Chief Information Officer (CIO) will be required in order to be great at these activities. Further, the CIO should be a part of the executive management team and should report directly to the President.

The Big Data capabilities include connecting the University to the Internet2 research network. At the present time, the network only covers colleges and universities in the mainland United States and Hawaii. This presents an opportunity for the University to be at the forefront of this effort by serving as a hub to connect colleges and universities in the Asia-Pacific region to the research network through the University. It is believed that a CIO can help bring the university to the cutting edge of this technology.

The process of improving utilization of IT systems by students has already begun, however, at the time the Good to Great document was created, utilization of these systems was low. Use of these systems has improved since then, however, utilization continues to lag the University's expectations. It is believed these utilizations levels could be improved with the leadership provided by a CIO.

The IT related education systems have been on the cutting edge levels at which the University desires. It is expected this can improve with the addition of computer engineering related
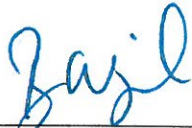
programs that will enhance UOG's overall IT degree program. It is also believed that moving the University to more cutting edge technologies will also provide opportunities to further enhance the University's IT degree programs. Thus, having a CIO at the University is likely to have an impact on the University's IT degree programs.

The University has already initiated its eworks and softdocs programs in order to convert existing manual processes to computerized processes. It is believed that a CIO could ensure this conversion process is maximized.

Additionally, the University is anticipating entering into a long term relationship with the Experimental Program to Stimulate Competitive Research (EPSCoR). EPSCoR is a program run by the National Science Foundation. Feedback received from EPSCoR is that grant requirements could dictate that a CIO be hired by the University. UOG believes that nearly $30 million may be at stake from the National Science Foundation over the next ten years and the University wants to make sure it is positioned to fully take advantage of this grant opportunity.

For all of these reasons, we believe the creation of a Chief Information Officer position is justified.

Fiscal Note: Based on the 2002/2003 salary scale in use at the University the salary range for the CIO position came to $76, 393 - $114,589. Concern was raised that this range might not be sufficient to attract the type of person being sought for the position. We review the 2013/2014 CUPA salary scale for CIO positions and found the range was $108,802 – $163,204. We determined it is appropriate to use this scale for this position in order to provide sufficient flexibility in negotiating with potential candidates for the position.

RANDALL V. WIEGAND

**Administrator's Salary Scale**
Approved by Board of Regents   Resolution No. 03-16
Amended on 0X/XX/15   Resolution No. 15-XX

| POSITION TITLE | Quartile 1 80%-90% Range | | Quartile 2 90%-100% Range | | Quartile 3 100%-110% Range | | Quartile 4 110%-120% Range | |
|---|---|---|---|---|---|---|---|---|
| **Office of the President** | | | | | | | | |
| President | | | Salary Negotiated | | | | | |
| Legal Counsel | 95,014 | 106,891 | 106,891 | 118,768 | 118,768 | 130,645 | 130,645 | 142,522 |
| Director, Integrated Marketing Communications | 60,302 | 67,940 | 67,940 | 75,489 | 75,489 | 83,038 | 83,038 | 90,587 |
| Executive Assistant to the President | 66,715 | 75,054 | 75,054 | 83,394 | 83,394 | 91,733 | 91,733 | 100,072 |
| Director, Planning and Assessment (Director, Chief Planning Officer) | 82,746 | 93,090 | 93,090 | 103,433 | 103,433 | 113,776 | 113,776 | 124,120 |
| Institutional Compliance Officer | 49,267 | 55,425 | 55,425 | 61,584 | 61,584 | 67,742 | 67,742 | 73,900 |
| International Program Development (Coordinator, Director) | 52,405 | 58,956 | 58,956 | 65,507 | 65,507 | 72,057 | 72,057 | 78,608 |
| Web Master | 32,006 | 36,007 | 36,007 | 40,408 | 40,408 | 44,449 | 44,449 | 48,490 |
| Director, Development and Alumni Affairs | 56,962 | 64,083 | 64,083 | 71,915 | 71,915 | 79,107 | 79,107 | 86,298 |
| **Office of Academic and Student Affairs** | | | | | | | | |
| Senior Vice President, Academic and Student Affairs | | | Salary Negotiated | | | | | |
| Assistant Vice President of Graduate Studies, Research and Sponsored Programs | 107,616 | 121,068 | 121,068 | 134,520 | 134,520 | 147,972 | 147,972 | 161,424 |
| Dean, College of Liberal Studies and Social Sciences | 82,624 | 92,953 | 92,953 | 103,281 | 103,281 | 113,609 | 113,609 | 123,937 |
| Dean, College of Natural and Applied Sciences | 97,206 | 109,356 | 109,356 | 121,507 | 121,507 | 133,658 | 133,658 | 145,808 |
| Dean, School of Education | 89,715 | 100,929 | 100,929 | 112,143 | 112,143 | 123,358 | 123,358 | 134,572 |
| Dean, School of Business and Public Administration | 95,142 | 107,035 | 107,035 | 118,928 | 118,928 | 130,820 | 130,820 | 142,713 |
| Dean, School of Nursing and Health Sciences | 86,747 | 97,590 | 97,590 | 108,434 | 108,434 | 119,277 | 119,277 | 130,120 |
| Associate Director, Western Pacific Tropical Research Center | 85,541 | 96,233 | 96,233 | 106,926 | 106,926 | 117,618 | 117,618 | 128,311 |
| Associate Director, Cooperative Extension Service | 77,765 | 87,486 | 87,486 | 97,206 | 97,206 | 106,927 | 106,927 | 116,648 |
| Dean, Enrollment Management and Student Success | 80,821 | 90,924 | 90,924 | 101,026 | 101,026 | 111,129 | 111,129 | 121,232 |
| Registrar | 51,817 | 58,282 | 58,282 | 64,758 | 64,758 | 71,234 | 71,234 | 77,710 |
| Associate/Assistant Deans | 74,182 | 83,455 | 83,455 | 92,728 | 92,728 | 102,001 | 102,001 | 111,274 |
| Grants Officer | 56,560 | 63,630 | 63,630 | 70,700 | 70,700 | 77,770 | 77,770 | 84,840 |
| Director/Coordinator: | | | | | | | | |
| Learning Resources | 49,547 | 55,740 | 55,740 | 61,933 | 61,933 | 68,127 | 68,127 | 74,320 |
| Graduate Studies | 89,161 | 100,306 | 100,306 | 111,451 | 111,451 | 122,597 | 122,597 | 133,742 |
| Centers of Excellence and Research Institutes | *Based on Faculty Salary and RRPM, Article IV Section A1.a.(6) | | | | | | | |
| Financial Aid | 50,914 | 57,278 | 57,278 | 63,642 | 63,642 | 70,006 | 70,006 | 76,371 |
| Student Resource Center (one-stop center) | | | | | | | | |
| Student Services/Student Life | 41,302 | 46,464 | 46,464 | 51,627 | 51,627 | 56,790 | 56,790 | 61,953 |
| Summer School and Off-Campus Programs | 52,066 | 58,574 | 58,574 | 65,082 | 65,082 | 71,591 | 71,591 | 78,099 |
| Director of Academic Assessment/Institutional Research | 62,911 | 70,775 | 70,775 | 78,639 | 78,639 | 86,502 | 86,502 | 94,366 |
| Director of Micronesian Area Research Center | 61,695 | 69,407 | 69,407 | 77,119 | 77,119 | 84,831 | 84,831 | 92,543 |
| Director, Professional and International Programs | 65,682 | 73,893 | 73,893 | 82,103 | 82,103 | 90,313 | 90,313 | 98,523 |
| Associate Dir, PIP Telecommunications and Distance Education and Outreach | 44,719 | 50,309 | 50,309 | 55,898 | 55,898 | 61,488 | 61,488 | 67,078 |
| Associate Dir, PIP Professional Development and Lifelong Learning Center | 44,017 | 49,520 | 49,520 | 55,022 | 55,022 | 60,524 | 60,524 | 66,026 |
| **Office of Administration and Finance** | | | | | | | | |
| Vice President, Administration and Finance | | | | | | | | |
| Comptroller/Chief Financial Officer | 63,822 | 71,800 | 71,800 | 79,778 | 79,778 | 87,756 | 87,756 | 95,733 |
| Associate Comptroller/Bursar | 51,569 | 58,015 | 58,015 | 64,461 | 64,461 | 70,907 | 70,907 | 77,353 |
| Associate Budget and Administrative Process Officer | 51,728 | 58,194 | 58,194 | 64,660 | 64,660 | 71,126 | 71,126 | 77,502 |
| Chief Human Resources Officer | 65,735 | 73,952 | 73,952 | 82,169 | 82,169 | 90,385 | 90,385 | 98,602 |
| Chief Plant and Facilities Officer | 64,512 | 72,575 | 72,575 | 80,639 | 80,639 | 88,703 | 88,703 | 96,767 |
| Director/Manager/Coordinator: | | | | | | | | |
| Campus Facilities | 44,141 | 49,659 | 49,659 | 55,176 | 55,176 | 60,694 | 60,694 | 66,212 |
| Campus Construction Projects | 42,804 | 48,154 | 48,154 | 53,505 | 53,505 | 58,855 | 58,855 | 64,206 |
| Bookstore and Auxiliary Services | 51,026 | 57,404 | 57,404 | 63,783 | 63,783 | 70,161 | 70,161 | 76,539 |
| Athletic Director | 52,998 | 59,623 | 59,623 | 66,248 | 66,248 | 72,873 | 72,873 | 79,498 |
| **Office of the Chief Information Officer** | | | | | | | | |
| Chief Information Officer | 108,802 | 122,403 | 122,403 | 136,003 | 136,003 | 149,603 | 149,603 | 163,204 |
| Director, Computer Center/Technology Resources | 65,128 | 73,269 | 73,269 | 81,410 | 81,410 | 89,551 | 89,551 | 97,692 |

*Scale is managed by UOG Human Resources Office; draft 061215

## POSITION NARRATIVE:

The University of Guam, Chief Information Officer, is a new position that reports directly to the President. The person will direct the strategic use of technology for the University, spearhead IT planning, and expand the functionality and adoption of new applications across the campus and beyond. The person will supervise the Director who is responsible for the Information Technology Resource Center (ITRC).

The University has embarked on a mission to make Guam a research and education hub with network and videoconferencing connectivity to North America, the Pacific, and Asia. The University is implementing a Good to Great strategic framework. The University is focusing on areas where performance has been good and improving so that the University can become great in those areas. Technology is a major lever for achieving this outcome. The University desires to be as effective and efficient as it can be with respect to its core competencies. The University also desires to provide increased capabilities for research staff to easily move large volumes of data.

## DUTIES AND RESPONSIBILITIES:

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

- Perform short term and long term strategic planning of IT resources for the University to support the overall mission and vision of the University and continually review and refresh the planning
- Drive the adoption of technology throughout the University community.
- Serve the University community by providing excellent customer service to internal customers.
- Monitors performance of the Director and the staff of the ITRC.
- Ensures security of information assets.
- Remains competent and current with IT emerging technologies through professional reading, developing professional contacts, attending professional development training, and attending training or other courses as directed by the President.
- Identify technologies that will help the University achieve its strategic goals of using technology to improve effectiveness and efficiency and improving research capabilities.
- Oversee the development of technology related policies for the University.
- Provides leadership and develops a competent, productive and effective staff, both directly and through delegation, by hiring, training, evaluating performance, and supervising all employees of ITRC.
- Work collaboratively with University stakeholders to achieve University IT goals and solve University IT challenges.
- Facilitates a work environment that encourages knowledge of, respect for, and development of skills to engage with those of other cultures or backgrounds.
- Responsible for reviewing IT budgets and major expenditures for the University.
- Provide IT expertise to various boards and committees within the University community.
- Perform other related duties as assigned by the President

## MINIMUM QUALIFICATIONS:

- A Master's degree in computer science, information technology or a related field from a U.S. regionally accredited institution or foreign equivalent. A doctoral degree in the field of computer science or a related field is preferred but not required.
- Experience with strategic and operational planning
- Experience with effective project management
- At least eight years of experience in network computing and enterprise resource planning software with increasing roles and responsibilities. At least five years of experience in a management IT leadership position.
- Demonstrated experience with IT budgeting.
- Demonstrated commitment to customer service.
- Significant record of accomplishments as a leader of a complex IT organization.
- Experience working with a culturally diverse populations is a plus
- A track record of working collaboratively across many diverse populations and constituencies
- Ability to portray a leadership presence to internal and external audiences
- Ability to communicate effectively orally and in writing
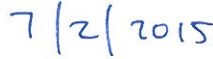
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## SALARY AND COMPENSATION:

Based on the CUPA salary benchmark for Chief Information Officers or equivalent at U.S. Colleges and Universities, the salary range for the UOG Chief Information Officer position will be between $108,802 and $163,204.

APPROVED BY

_____     _7/2/2015_____
DR. ROBERT A. UNDERWOOD, PRESIDENT                DATE