



UNIVERSITY OF GUAM
UNIBETSEDAT GUAHAN
BOARD OF REGENTS

RESOLUTION NO. 16-36

RELATIVE TO MODIFYING THE TITLE AND SALARY RANGE OF ASSISTANT VICE PRESIDENT OF GRADUATE STUDIES, RESEARCH, AND SPONSORED PROGRAMS TO ASSISTANT VICE PRESIDENT, ACADEMIC EXCELLENCE/DIRECTOR OF GRADUATE STUDIES; DIRECTOR, ACADEMIC ASSESSMENT AND INSTITUTIONAL RESEARCH TO ASSISTANT VICE PRESIDENT OF INSTITUTIONAL EFFECTIVENESS; CREATING A 9-MONTH DIRECTOR OF RESEARCH AND SPONSORED PROGRAMS; AND AMENDING THE LIST OF ADMINISTRATIVE POSITIONS AND THE ADMINISTRATIVE SALARY SCHEDULE TO INCLUDE THESE POSITIONS.

WHEREAS, the University of Guam (University) is the primary U.S. Land Grant institution accredited by the WASC Senior College and University Commission (WSCUC) 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 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 University administration has adopted the 2003 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, an alignment of the University's strategic resource and G2G initiatives requires the creation of three administrative positions: Assistant Vice President for Academic Excellence/Director of Graduate Studies, the Assistant Vice President of Institutional Effectiveness, and a 9-month administrative position as Director, Research and Sponsored Programs; and

WHEREAS, the titles, duties and responsibilities of two existing positions have been modified in line with best practices as follows: the Assistant Vice President of Graduate Studies, Research, and Sponsored Programs position will be replaced with the Assistant Vice President for Academic Excellence/Director of Graduate Studies position and the Director of Academic Assessment and Institutional Research position will be replaced with the Assistant Vice President of Institutional Effectiveness position. The title, duties and responsibilities for the new Director, Research and Sponsored Programs position, which will be a 9-month administrator, are also in line with best practices; and

WHEREAS, all three of the proposed positions will report to the Senior Vice President of Academic and Student Affairs; and

WHEREAS, the three positions are important to the delivery of the University's mission; strategic, research, and service initiatives; and G2G implementation; and

WHEREAS, the President and the Academic, Personnel and Tenure Committee reviewed the position descriptions and recommended salary ranges for all three positions and recommend that aforementioned changes and revisions to the Board of Regents for approval.

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, to include the positions of Assistant Vice President for Academic Excellence/Director of Graduate Studies, Assistant Vice President of Institutional Effectiveness, and Director, Research and Sponsored Programs.

Adopted this 17th day of November, 2016.



Antoinette D. Sanford, Chairperson

ATTESTED:



Dr. Robert A. Underwood, Executive Secretary

Assistant Vice President for Institutional Effectiveness (AVPIE)

Position Justification

The establishment of the position of Assistant Vice President for Institutional Effectiveness (AVPIE), **to replace the Director of Academic Assessment and Institutional Research**, is part of a larger campus initiative which signals a commitment to evidence-based decision making, to be able to accomplish institutional effectiveness functions more effectively and efficiently (particularly accreditation), and as a means to attract or retain individuals. This modified position more closely aligns with UOG' Good to Great Big Issues relating to Connectivity, the Use of Big Data, and the Student Experience, including support assurance for existing and new institutional and student success research agendas.

This position and the ensuing institutional effectiveness structure within the campus organization will be important as accountability demands continue to increase.

The creation of this position confirms the University's interest and need to establish a value added position at the assistant vice president level and Institutional Effectiveness (IE) structure particularly in terms of improving and monitoring accreditation compliance and other IE functions. It is also important to recognize that it is crucial for persons in the role to have strong strategic and technical-analytical skills, deep institutional knowledge (or the ability to quickly acquire it), leadership skills and experience, strategic level perspective, and several dispositions or personality characteristics.

This position will report to the Senior Vice President for Academic and Student Affairs.

UNIVERSITY OF GUAM
POSITION DESCRIPTION
Assistant Vice President for Institutional Effectiveness (AVPIE)
Proposed Salary Range: \$80,212 - \$120,318

POSITION NARRATIVE:

Overall responsibility of the office of institutional effectiveness office, including the functions of the office of academic assessment and institutional research, institutional accreditation, assessment of student learning outcomes, academic program/unit and co-curricular review, and supporting programmatic accreditation. Oversight responsibility of articulation agreements with the regional colleges and other educational institutions at the course, program, and institutional level. Integral involvement in institutional strategic planning support, often in cooperation with the Senior Vice President and the President. Liaison with other institutional research officials from partnered institutions, including local public school and community college, information technology, various state and federal initiatives, and distance/continuing education.

The AVPIE position signifies a commitment to evidence-based decision making, and to be able to accomplish institutional effectiveness (IE) functions more effectively and efficiently (particularly accreditation).

This position provides support for all programs and the institution in the areas of assessment design, research agendas, planning, monitoring, and implementation. The Assistant Vice President for Institutional Effectiveness will identify and accomplish a research agenda for the institution to improve academic assessment, institutional planning and decision making in all areas related to the academic and student experience in support of the University's strategic initiatives. This includes working in concert with other units to support broader research agendas that support academic excellence and student success. This position will work collaboratively with the Enrollment Management and Student Success Registrar's Office, the Office of Information Technology, the academic colleges and schools, the University Planning and Budget Committee, and the Assistant Vice President for Academic Excellence/Director of Graduate Studies to provide data analysis to support accreditation requirements, planning and decision making for both on campus and external reporting and the development of the University Fact Book.

DUTIES AND RESPONSIBILITIES:

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

- Lead institutional effectiveness efforts aligned with regional accreditation standards and professional accreditation standards.
- Participate in institutional level discussions with executive administrators and unit administrators on institutional research agendas that require data and evaluation support.

- In collaboration with the Chief Information Officer, and other key administrators, respond to big data and other information needs that support internal administrator and student success dashboards for decision-making purpose.
- Facilitate improved program and course articulation processes and agreements between internal academic units and two- and four-year colleges.
- Facilitate networking with key constituents, including faculty, administrators, and external stakeholders, on state-wide or other broader data and report needs.
- Development and posting of institutional reports that support institutional effectiveness to include, but not limited to, the UOG Fact Book, assessment, student achievement, retention and completion, articulation, and accreditation.
- Direct survey administration, collect data, conduct statistical analysis and reporting of Integrated Postsecondary Education Data Systems (IPEDS), and other related duties, in response to an institutional plan and in cooperation with the University's administrative offices and academic programs.
- Coordinate the collection and maintenance of an integrated institutional data set, and will develop internal and external reports, surveys, and projections.
- Ensure the accountability reporting of federal regulations (i.e., the College Scorecard).
- Work with the faculty and administration to design appropriate assessment tools for the institution and programs, and oversee the administration, collection, analysis and reporting of assessment data.
- Work with the Office of Research and Sponsored Programs and the academic colleges and schools to compile, maintain, and post institutional data.
- Assist the Registrar's Office, the Office of Information Technology, the Office of Administration and Finance, and the University Planning and Budget Committee with data collection and analysis to support strategic planning.
- Work in conjunction with the Senior Vice President for Academic and Student Affairs, the Vice President for Administration and Finance and the Assistant Vice President for Academic Excellence/Director of Graduate Studies on regional accreditation compliance reports and other regular reporting.
- Perform other duties as assigned by the Senior Vice President for Academic and Student Affairs

MINIMUM QUALIFICATIONS:

- Earned advanced degree in a relevant field from a U.S. accredited institution or foreign equivalent
- At least five (5) years of experience in data analysis and collection, preferably in a higher education setting or an equivalent combination of educational experience with training and experience in statistical analysis, research methods, survey research and institutional research.
- At least five (5) years of experience of staff supervision; knowledge and experience using an institutional data management system such as the Colleague System (release 17 and higher)
- Knowledge of Western Association of Schools and Colleges (WASC) Senior College and

Created November 2016

The University of Guam is an equal opportunity employer and provider

University Commission (WSCUC) regional accreditation standards.

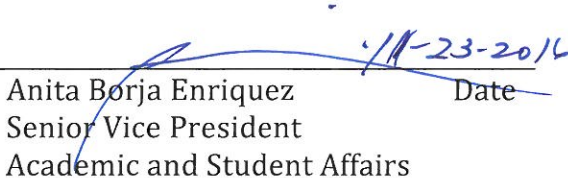
- Experience in the collection and maintenance of institutional data sets.
- Familiarity with academic (curricular and co-curricular) and institutional assessment.
- Understanding of current and broad trends and issues in higher education.
- Strong organizational, interpersonal, written and oral communication skills.
- Appropriate computer skills to conduct data analysis and maintenance, and to publish reports online and printed format.
- Knowledge of regional accreditation standards.
- Knowledge of continuous improvement processes.
- Good report writing skills.
- Knowledge of the institution.
- Good interpersonal, teambuilding, and leadership skills.
- Good quantitative and analytic thinking skills.
- Ability to process, synthesize, and integrate a great deal of information effectively.
- Demonstrates “Big Picture”/ systems thinking, thoroughness, and good organizational skills.

PREFERRED QUALIFICATIONS:

- A terminal degree in a relevant field from a U.S. accredited institution or foreign equivalent.
- Experience in conducting research and writing research proposals.
- Knowledge of higher education WASC Senior College and University Commission (WSCUC) accreditation requirements.
- Experience with Western Association of Schools and Colleges (WASC) Senior College and University Commission (WSCUC) regional institution accreditation review.
- Experience participating in WSCUC onsite accreditation review.
- Experience as a faculty member in postsecondary education.
- Experience working with postsecondary faculty on data and report requirements.
- Experience in co-curricular and curricular assessment.

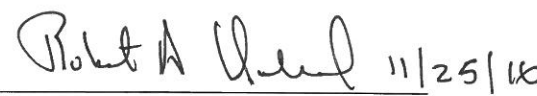
Assistant Vice President for Institutional Effectiveness Position Description approved by:

*(Source: [http://ahee.providence.edu/wp-content/uploads/2016/04/A-National-Profile-of-Vice-Presidents-for-Institutional-Effectiveness AHEE April 2016.pdf](http://ahee.providence.edu/wp-content/uploads/2016/04/A-National-Profile-of-Vice-Presidents-for-Institutional-Effectiveness-AHEE-April-2016.pdf))


Anita Borja Enriquez
Senior Vice President
Academic and Student Affairs

Date

11-23-2016


Robert A. Underwood
President

11/25/16

Date

Assistant Vice President for Academic Excellence/Director of Graduate Studies
Position Justification

The position of Assistant Vice President for Academic Excellence/Director of Graduate Studies, shall **replace the Assistant Vice President for Graduate Studies, with augmented duties and responsibilities**, as part of UOGs strategic commitment to institutional excellence, academic quality, teaching and research excellence, and high level student success. This modified position more closely aligns with UOG's Good to Great Big Issues relating to the Use of Big Data, the Student Experience, and the Changing Workforce Portfolio (relating to faculty development), and assurance of the applied nexus between the research centers and academic programs. More importantly, it will assure the monitoring of progress and regular reporting related to academic program quality and high student achievement, as part of regional accreditation compliance.

This position will report to the Senior Vice President for Academic and Student Affairs.

UNIVERSITY OF GUAM
POSITION DESCRIPTION

Assistant Vice President for Academic Excellence/Director of Graduate Studies
Proposed Salary Range: \$88,278 - \$132,418

POSITION NARRATIVE:

Under the direction of the Senior Vice President for Academic and Student Affairs, the Assistant Vice President for Academic Excellence/Director of Graduate Studies will support and sustain excellence in teaching, research, and student achievement at the University of Guam. The Assistant Vice President for Academic Excellence is responsible for maintaining an environment conducive to academic quality, teaching and research excellence, student success, innovation, and progress, as well as a culture of iterative review and responsible University Citizenship. The Director of Graduate Studies will coordinate the activities of graduate programs with the appropriate Deans and various program faculty and assure updates of all activities relating to graduate faculty status and graduate program quality, on behalf of the Senior Vice President for Academic and Student Affairs.

DUTIES AND RESPONSIBILITIES:

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

- Assure maintenance of academic quality and student learning according to regional accreditation standards, and monitor specialized accreditation initiatives that align with institutional goals.
- Facilitate and support student success initiatives that promote high student achievement, progressive student retention, and degree completion for all student population segments, in concert with EMSS and academic Deans.
- Liaison with the Assistant Vice President for Institutional Effectiveness/Institutional Researcher on institutional research agendas and data that address teaching excellence, student success, and degree completion for all student population segments.
- Assure nexus of research centers with academic programs to foster undergraduate and graduate research across academic programs, in coordination with research center directors and academic Deans.
- Coordinate regularly with Director for Research and Sponsored Programs to effectuate grant opportunities that support academic and student success research agendas, established under the Office of the Senior Vice President and Academic Affairs, including assurance of faculty professional development on grant writing and grant management.
- Administer all aspects of the Office of Graduate Studies, including Graduate Bulletin review and updates, and coordination of admissions and degree completion with the EMSS Admissions & Records Office, EMSS Dean, and academic (graduate program) Deans.
- Coordinate the Conferral of Graduate Faculty Status.
- Coordinate the maintenance of graduate theses submissions and other equivalent graduate student capstone submissions with the RFK Library.
- Serve as the liaison between the Senior Vice President and the Graduate and Research Councils.

Created November 2016

The University of Guam is an equal opportunity employer and provider

- Coordinate Academic and Non-Academic Program Reviews, in concert with the Assistant Vice President for Institutional Effectiveness.
- Coordinate support for faculty development activities with the Faculty Senate, including those that support institutional faculty excellence in teaching, research, and nationally-recognized best and promising student achievement practices.
- Develop and adhere to required budgets in conformance with UOG budget assumptions and guidelines.
- Perform other duties as assigned by the Senior Vice President, Academic and Student Success.

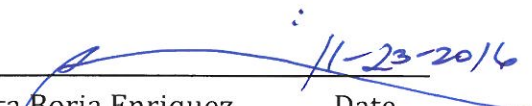
MINIMUM QUALIFICATIONS:

- Earned terminal degree in a relevant field from a U.S. accredited institution or foreign equivalent.
- Three (3) years' experience demonstrated leadership competence as an administrator in an institution of higher education.
- Record of academic excellence in teaching, scholarly research, assessment, and student success in a higher education institution.
- Knowledge of Western Association of School and Colleges (WASC) Senior College and University Commission regional accreditation standards.
- Experience with Western Association of School and Colleges (WASC) Senior College and University Commission regional institution accreditation review.
- Working knowledge of High Impact Practices (HIPs).
- Minimum two (2) years graduate teaching experience.
- Demonstrated ability to work well with culturally diverse groups.
- Great interpersonal skills.

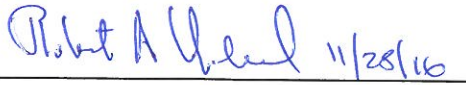
PREFERRED QUALIFICATIONS:

- Experience overseeing a program that led to adoption of improved practices in a university setting based on research.
- Minimum two (2) years' experience as a Graduate Program Chair or Coordinator.
- Experience with grant proposals.

Assistant Vice President for Academic Excellence/Director of Graduate Studies
 Position Description approved by:



 Anita Borja Enriquez Date
 Senior Vice President
 Academic and Student Affairs



 Robert A. Underwood Date
 President

UNIVERSITY OF GUAM
POSITION DESCRIPTION

Director of Research and Sponsored Programs
Proposed Salary Range: \$82,326 - \$123,490

POSITION NARRATIVE:

Under the direction of the Senior Vice President for Academic and Student Affairs, the Director of Research and Sponsored Programs will administer all aspects of the Office of Research and Sponsored Programs. This Director position is a 9-month administrator position.

DUTIES AND RESPONSIBILITIES:

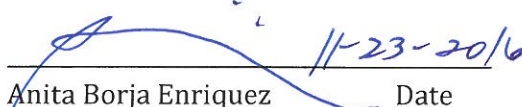
Major duties and responsibilities shall include, but will not be limited to, the following:

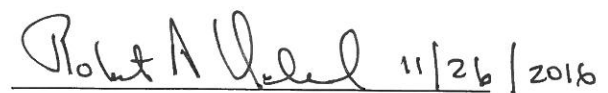
- Administer all aspects of the Office of Research and Sponsored Programs.
- Collaborate with the research centers on research agendas that support the University's mission of engagement.
- Serve as point-of-contact for all outgoing and incoming proposals and grants.
- Lead the compliance function and serve as liaison to federal agencies (i.e., human subjects).
- Conduct and administer trainings and workshops, develop newsletters and policies and procedures that will encourage research within the University community.
- Coordinate institutional, multidisciplinary, interdisciplinary proposals.
- Develop the Legislative budget request for the Office of Research and Sponsored Programs.
- Actively seek grants to support research within the University and provide administrative support for externally funded research programs.
- Provide regular reports of grant and sponsored program activities to UOG executives.
- Assure nexus of research grants to academic programs, with academic unit heads.
- Serve as the focal point for federal proposals prior to their transmittal to Government of Guam's Clearinghouse, as required.
- Coordinate the activities of the human subjects Protection Committee and the Animal Care Committee as well as other Faculty Senate Committees regarding research.
- Initiate, monitor, and report activities related to University research ethics (e.g., misconduct in science and others).
- Perform other duties as assigned by the Senior Vice President for Academic and Student Affairs

MINIMUM QUALIFICATIONS:

- Earned Ph.D. degree with emphasis on research from a U.S. accredited institution or foreign equivalent.
- Demonstrated competence as a higher education administrator, researcher, and scholar.
- Proven record of grantsmanship and publication in professional journals.
- Demonstrated ability to work with culturally diverse groups.

Director of Research and Sponsored Programs Position Description approved by:


Anita Borja Enriquez Date
Senior Vice President
Academic and Student Affairs


Robert A. Underwood Date
President

Created November 2016

The University of Guam is an equal opportunity employer and provider

