



  
**PARA,  
HULO,**  
EVER UPWARD

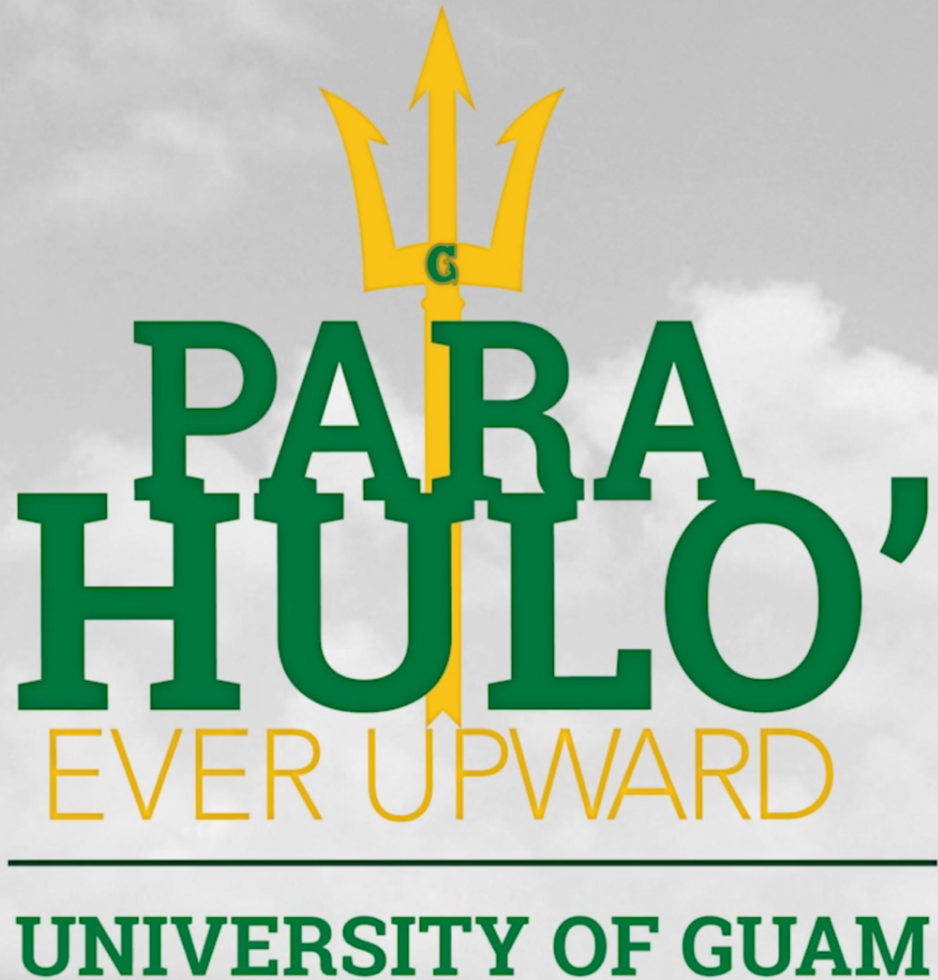
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# STRATEGIC PLAN

2019-2024

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## **UNIVERSITY COMMITMENT TO PARA HULO'**

*(January to August 2019)*

- **40+** faculty, staff, administrators, alumni, and students.
- **8** Online surveys
- **15** Committee meetings
- **15+** Sub-committee meetings
- **1** Town Hall Meeting

### **PHASE 1 (Feb. to April 2019)**

- Information gathering through surveys
- Input from all faculty, staff, administrators, students, and alumni.
- Developed vision, mission, values, and strategic initiatives

### **PHASE 2 (May to August 2019)**

- Develop prioritization criteria
- Goals, objectives, projects and programs



# STRATEGIC PLANNING COMMITTEE

Dr. Thomas W. Krise  
President

Dr. Anita Borja Enriquez  
Senior Vice President  
Academic & Student Affairs

Randall Wiegand  
Vice President, Administration &  
Finance

Norman Analista  
Director of Development &  
Alumni Affairs

Lawrence Camacho  
Dean, Enrollment Management  
& Student Success

Remy Cristobal  
Associate Dean, Enrollment  
Management & Student Success

Larry Gamboa  
Interim Director,  
EEO/ADA/Title IX Coordinator

Joseph Gumataotao  
Interim Chief Human Resources  
Officer

James Hollyer  
Interim Special Assistant to the  
President

Dr. Rachael Leon Guerrero  
Director of Research &  
Sponsored Programs

Jonas Macapinlac  
Director of Integrated  
Marketing Communications

Cathleen Moore-Linn  
Executive Director, RCUOG

David Okada  
Chief Planning Officer / Interim  
Chief of Staff

Dr. Lee Yudin  
Dean College of Natural &  
Applied Sciences

# STRATEGIC PLANNING COMMITTEE

Deborah Leon Guerrero  
Assistant Vice President,  
Institutional Effectiveness

Dr. Troy McVey  
Assistant Vice President, Academic  
Excellence and Director of Graduate  
Studies

Dr. Annette Santos  
Dean, School of Business &  
Public Administration

Bert Meno  
Custodian, Plant & Facilities

Dr. Cheryl Sanqueza  
Assistant Professor of Secondary  
Education

Jeannette Jose  
Administrative Assistant  
Division of Mathematics

Dr. John Jenson  
Director, WERI

Dr. John Rivera  
Assistant Professor of  
Public Administration

Jonathan Nguyen  
Program Coordinator  
School of Health

Dr. Kyle Smith  
Professor of Psychology

David Gogue  
President, Staff Council

Marc Bituin  
President  
Student Government Association

Dr. Michael Clement,  
Associate Professor, History and  
Micronesian Studies

Dr. Michelle Santos  
Associate Professor of Education

Rachel Cubacub  
Associate Budget & Process Officer

Roland San Nicolas  
Assistant Professor of Library Science

Dr. Tanisha Aflague  
Extension Agent III/Assistant Professor  
of Nutrition

Elizabeth Guruwaen  
Payroll Supervisor

Kalyne Roberto  
UOG Alumna

Evander De Guzman  
Former SGA President

Vicki Renacia  
Legal Counsel (Ret.)

Rommel Hidalgo  
Former Chief Information Officer

**NOTE:** Additional committee  
members joined strategic initiative  
sub-committees.



# VISION STATEMENT

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*“Transforming Lives,  
Advancing Communities”*



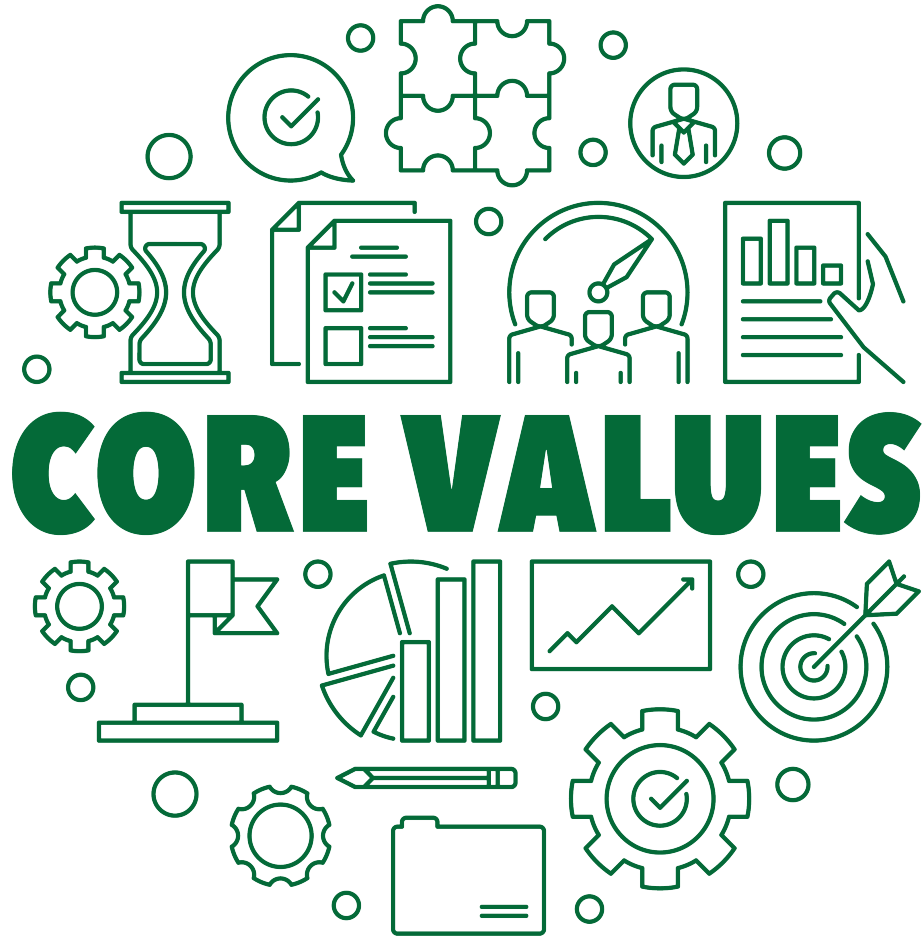




# MISSION STATEMENT

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**Ina, Diskubre, Setbe**  
The University of Guam empowers the region by uniting island wisdom with universal sources of enlightenment to support exceptional education, discovery, and service that respect and benefit local and global communities.



- **Respect and Supportiveness**
- **Honesty, Integrity, Trustworthiness, and Dependability**
- **High Standards**
- **Diversity**
- **Community Engagement**
- **Sustainability and Campus Beauty**
- **Innovation and Proactivity**



# EXTERNAL AND INTERNAL ENVIRONMENTAL SCANS: WHAT IS NEEDED?

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- Stable public funding plus revenue generation
- Improved student-faculty engagement
- Increased public visibility/fostering public confidence in UOG
- Recognition that UOG is a worthy investment
- Cultivation of alumni relationships
- Improved Facilities
- Improved Student Experiences

# PRIORITIZATION CRITERIA FOR STRATEGIC ISSUES

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1. Fit to mission
2. Student Experience
3. Contribution to the Public Good
4. Viability
5. Quality of program/activity
6. Financial sustainability, efficiency, and productivity
7. Environmental Sustainability
8. Honors the values of *respetu* and *ina'famaolek*
9. Demand and relationships
10. Cultural Contribution

# STRATEGIC INITIATIVES

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1

Becoming a  
**RESEARCH** University

2

Leading as a  
**PARTNERSHIP** University

3

Enriching the  
**STUDENT**  
**EXPERIENCE**

4

Becoming a Model  
for **OPERATIONS** and  
Customer Service

5

Growing Our  
Financial  
**RESOURCES**

6

Building and  
Sustaining Our  
**INFRASTRUCTURE**





## STRATEGIC INITIATIVES AND GOALS

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### **Becoming a RESEARCH University:**

*Seeking Renown for Island Wisdom and Environmental Sustainability*

- Develop professional doctoral programs
- Prepare for select research PhDs
- Prepare to apply for Carnegie Classification as a Doctoral Professional University (DPU) during the 2027 cycle
- Enhance UOG's capacity for Island Wisdom, CHamoru and Indigenous studies, other distinctive fields
- Develop a Research Park/Innovation Hub

# STRATEGIC INITIATIVES AND GOALS

1



UNIVERSITY  
of HAWAII®  
**HILO**

## Becoming a **RESEARCH** University

### Peer Institutions in the "Master's Medium" or Regional Comprehensive Classification:

- University of Hawai'i Hilo
- New Mexico Highlands University
- University of the Virgin Islands
- Montana State University in Billings
- Sierra Nevada College





## STRATEGIC INITIATIVES AND GOALS

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### Becoming a **RESEARCH** University

#### Aspirational Institutions in the new "DPU" Classification:

- Alliant International University
- Indiana State University
- Indiana University of Pennsylvania
- Middle Tennessee State University
- Towson University
- University of North Florida
- University of West Georgia





## STRATEGIC INITIATIVES AND GOALS

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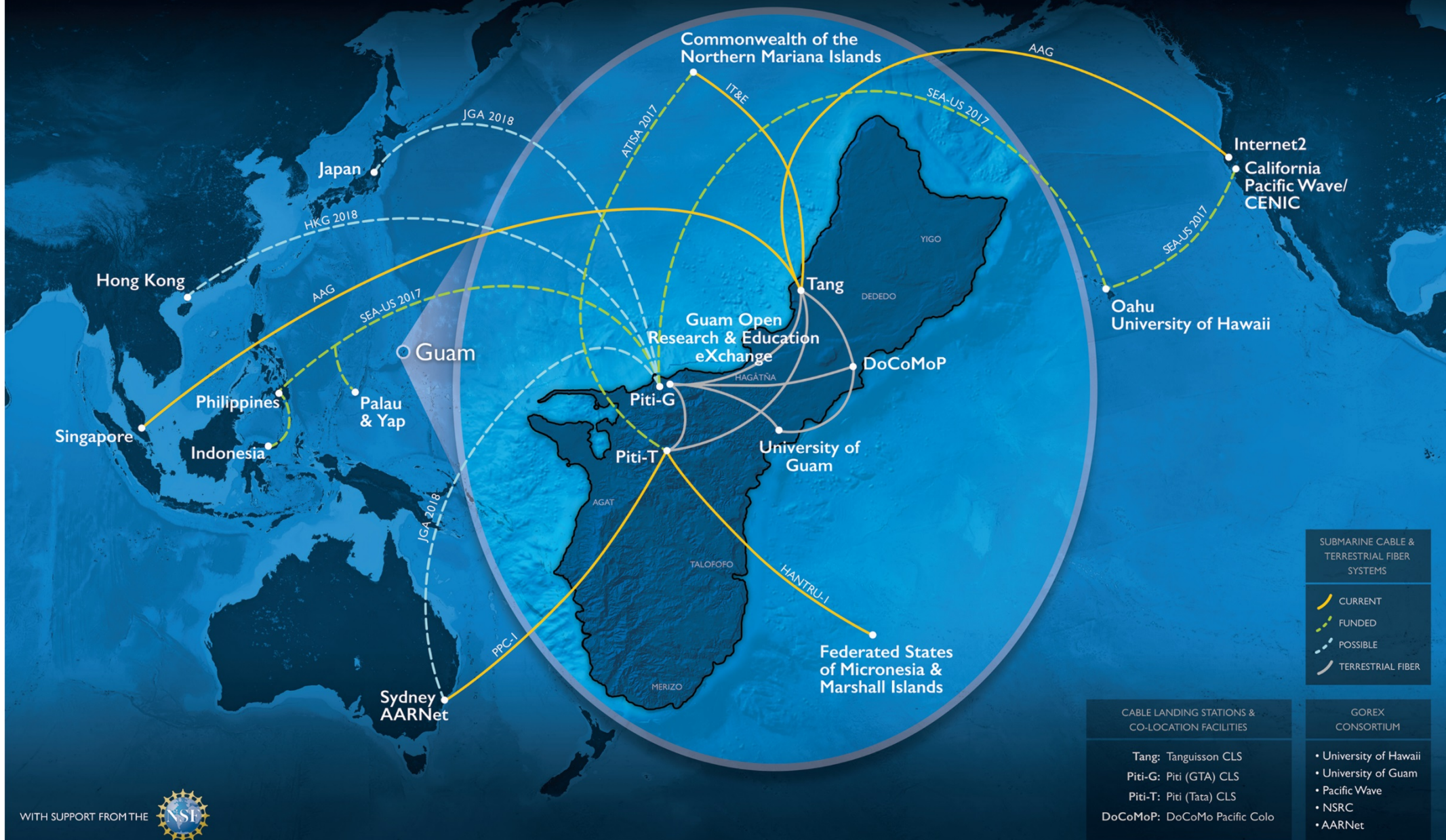
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### **Leading as a PARTNERSHIP University:** *Becoming THE Nexus for Partnerships in Guam and all of Micronesia*

- Prepare to apply for Carnegie Community Engagement Classification during the 2025 cycle
- Collect, display, and foster UOG's local, regional, national, and international connections and exchanges
- Establish stronger ties and on-ground resources at all regional colleges
- Promote online and hybrid programs and Public-Private Partnerships



# GOREX: Guam Open Research & Education eXchange







## STRATEGIC INITIATIVES AND GOALS

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3

### Enriching the **STUDENT EXPERIENCE**

- Develop more “wrap-around” and “proactive” student support
- Reform processes to ensure students can finish in a timely manner
- Expand the College Affordability Initiative
- Launch a Student Leadership Development Program

# CONCENTRATION ON COLLEGE AFFORDABILITY

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UOG Students who applied for  
Financial Aid on average received\*:

PELL GRANTS	<b>\$4.3K</b>
FEDERAL LOANS	<b>\$4.5K</b>
LOCAL FINANCIAL AID	<b>\$2.9K</b>

\*Average amounts are based on students who applied for and received financial aid from federal and local programs in AY2017-2018.

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# 18,000+

## ALUMNI

MAKING A DIFFERENCE ALL OVER THE WORLD.



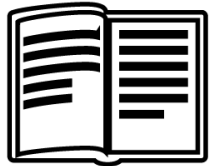
5,000+  
EDUCATION



1,000+  
NURSES and  
HEALTH PROFESSIONALS



1,700+  
COMMUNITY  
LEADERS



300+  
JOURNALISTS and  
COMMUNICATION  
PROFESSIONALS



230+  
COMPUTER  
SPECIALISTS



300+  
SOCIAL  
WORKERS



4,000+  
BUSINESS  
LEADERS



300+  
COMMISSIONED  
MILITARY OFFICERS



## STRATEGIC INITIATIVES AND GOALS

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4

### Becoming a Model for **OPERATIONS** and Customer Service in Guam and all of Micronesia

- Model excellent customer experience to internal and external customers
- Develop user-centered web services and online processes
- Implement professional development programming to enhance employees' skills, knowledge and engagement
- Reform support and auxiliary functions to improve customer satisfaction



## STRATEGIC INITIATIVES AND GOALS

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5

### **Growing Our Financial RESOURCES**

- Develop a sustainable financial model
- Foster an entrepreneurial and experimental spirit
- Implement cost-saving and process efficiency system
- Pursue Private-Public Partnership (PPP) Opportunities



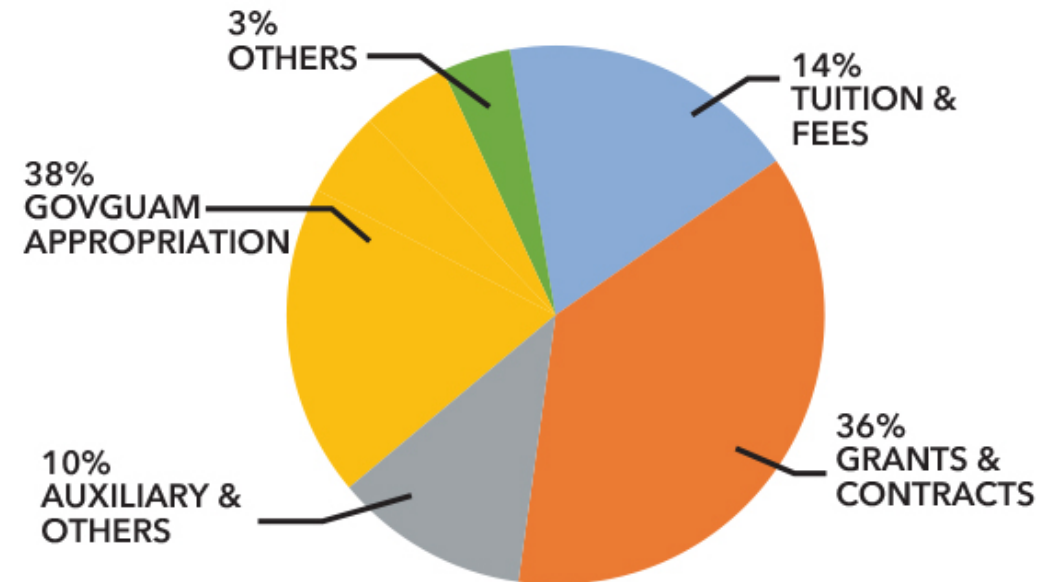
# STRATEGIC INITIATIVES AND GOALS

## Growing Our Financial **RESOURCES**

### COMPARATIVE REVENUES (in \$1,000)

	FY17	FY18	% Change
Tuition and Fees, Net	\$13,086	\$13,579	3.8%
Grants and Contracts	\$33,247	\$34,003	2.3%
Auxiliary and Others	\$7,675	\$9,453	2.3%
<b>Total Generated Revenues</b>	<b>\$54,008</b>	<b>\$57,035</b>	<b>5.6%</b>
GovGuam Appropriations	\$32,661	\$36,153	10.7%
Others	\$2,556	\$2,539	-0-%
<b>Total Revenues</b>	<b>\$89,225</b>	<b>\$95,727</b>	<b>7.3%</b>

### FY18 REVENUE ALLOCATION



# STRATEGIC INITIATIVES AND GOALS

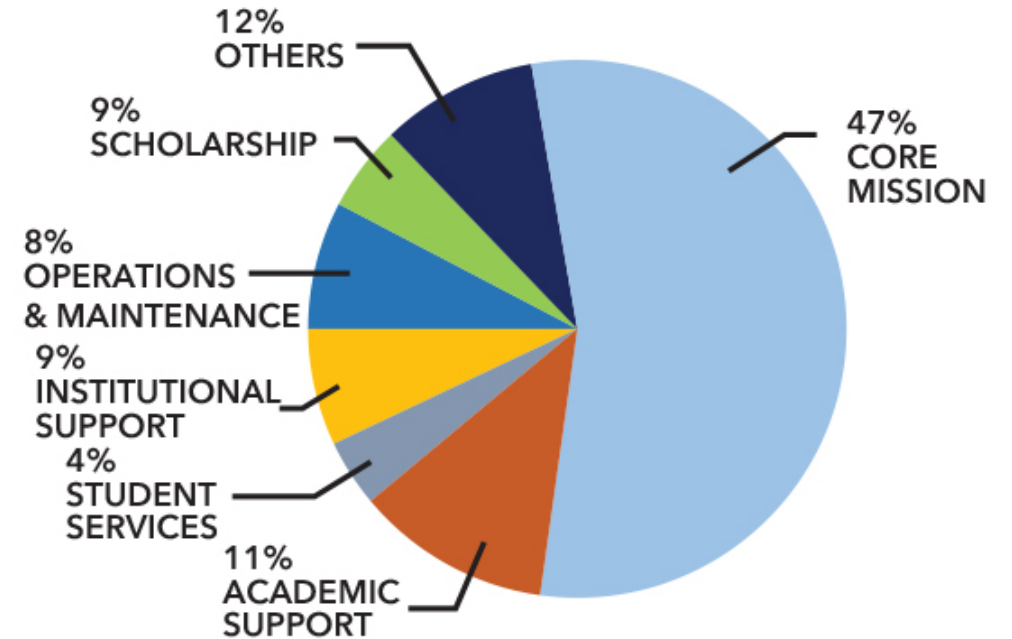


## Growing Our Financial **RESOURCES**

### COMPARATIVE EXPENDITURES (in \$1,000)

	FY17	FY18	% Change
Core Mission	\$49,536	\$47,843	-3.4%
Academic Support	\$12,274	\$11,317	-7.8%
Student Services	\$3,728	\$3,746	-0-%
Institutional Support	\$10,219	\$9,516	-6.9%
Operations and Maintenance	\$6,181	\$8,442	36.6%
Scholarship	\$10,035	\$9,153	-8.8%
Others	\$11,631	\$12,136	4.3%
<b>Total Expenditures</b>	<b>\$103,604</b>	<b>\$102,153</b>	<b>1.4%</b>

### EXPENDITURES ALLOCATION

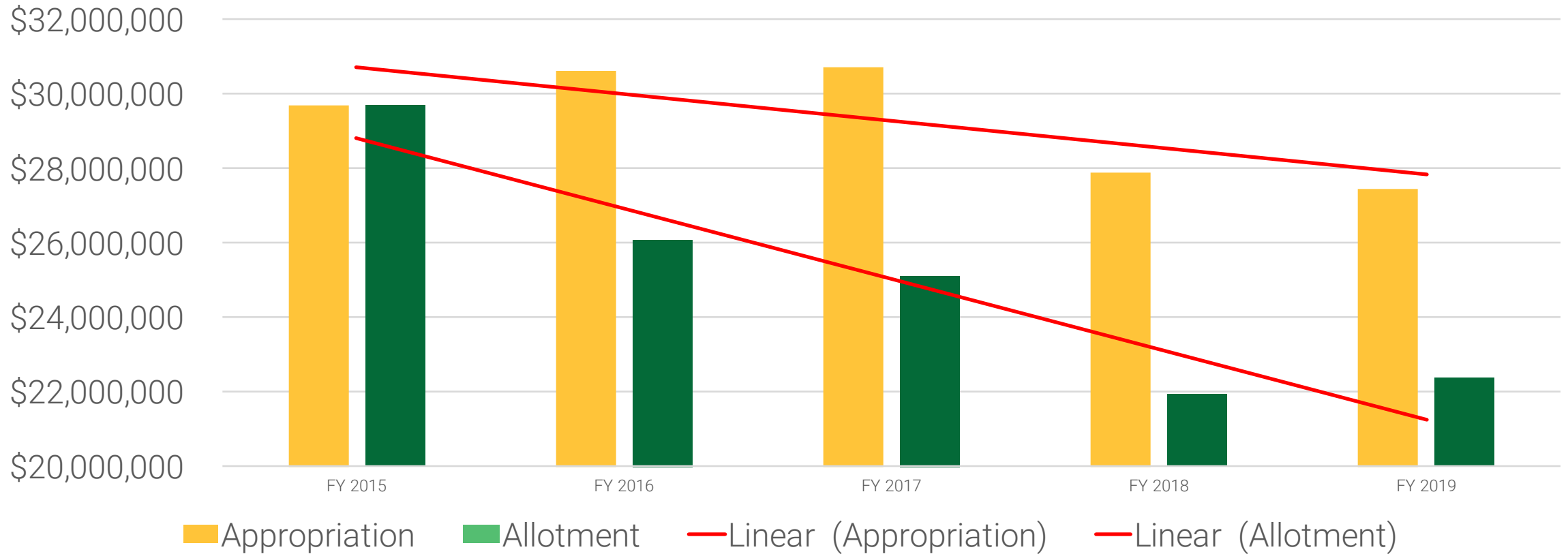


# STRATEGIC INITIATIVES AND GOALS



## Growing Our Financial **RESOURCES**

### Appropriations vs. Allotments







## STRATEGIC INITIATIVES AND GOALS

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6

### **Building and Sustaining Our INFRASTRUCTURE**

- Develop a culture of maintenance to sustain existing and future buildings
- Commit to environmental sustainability practices
- Commit to campus accessibility
- Continue to invest in IT infrastructure

# Building and Sustaining Our INFRASTRUCTURE

## Proposed Student Success Center





# STRATEGIC INITIATIVES AND GOALS

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## Building and Sustaining Our **INFRASTRUCTURE**

### Proposed School of Engineering Building





# Building and Sustaining Our INFRASTRUCTURE

**Conceptual drawing of International Dormitory**



# BENCHMARKING OUR GOALS

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## **INSTITUTIONAL LEARNING OUTCOMES**

1. Mastery of critical thinking and problem solving
2. Mastery of quantitative analysis
3. Effective oral and written communication
4. Understanding and appreciation of culturally diverse people, ideas and values in a democratic context
5. Responsible use of knowledge, natural resources, and technology
6. An appreciation of the arts and sciences
7. An interest in personal development and lifelong learning

# BENCHMARKING OUR GOALS

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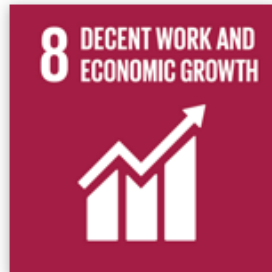
## HIGH-IMPACT PRACTICES

- First-Year Seminars and Experiences
- Common Intellectual Experiences
- Learning Communities
- Writing-Intensive Courses
- Collaborative Assignments and Projects
- Undergraduate Research
- Diversity/Global Learning/Study Away
- ePortfolios
- Service Learning, Community-Based Learning
- Internships
- Capstone Courses and Projects



# BENCHMARKING OUR GOALS

## UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS





  
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HULO,**  
EVER UPWARD

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# STRATEGIC PLAN

2019-2024

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