



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

UOG Station, Mangilao, Guam 96923  
Telephone: (671) 735-2990 • Fax: (671) 734-2296

**REGULAR MEETING**  
**Thursday, November 17, 2022, 5:30 p.m., via ZOOM**  
**UOG, Mangilao, Guam**

**AGENDA**

- 1.0 CALL TO ORDER**
- 2.0 MEETING MINUTES**
  - Action 2.1 Regular Meeting Minutes of September 15, 2022**
- Information 3.0 CHAIRPERSON'S REMARKS**
- Information 4.0 PRESIDENT'S REPORT**
- 5.0 REPORTS FROM STANDING COMMITTEES**
  - 5.1 Student Affairs, Scholarship, Alumni Relations, and Honorary Degree (SASARHD) Committee**
    - Information 5.1.1 Committee Update**
    - Action 5.1.2 Resolution No. 22-35, Relative to Approving the Proposed Changes to the Student Government Association Constitution and Bylaws to Add a Public Relations Officer**

Request: SASARHD Committee.

Review Process: This request was submitted by the SGA President and reviewed and endorsed by the EMSS Dean, SVP/P, UOG President, and SASARHD Committee for approval.
    - Action 5.1.3 Resolution No. 22-36, Relative to Approving the Fanuchånan 2022 Commencement Graduate Listing**

Request: SASARHD Committee.

Review Process: This request was submitted by the EMSS Interim Associate Dean/Registrar and reviewed and endorsed by the EMSS Dean, SVP/P, UOG President, and SASARHD Committee for approval.
    - Action 5.1.4 Resolution No. 22-37, Relative to Awarding the Honorary Degree of Doctor of Laws to Luis R. Baza**

Request: SASARHD Committee.

Review Process: This request was submitted by Dr. Ron Aguon, Assistant Prof, SBPA and reviewed and endorsed by

the Honorary Degree Committee, Faculty Senate Standing Committee on Faculty Excellence/Faculty Senate, Deans' Council, SVP/P, UOG President, and SASARHD Committee for approval.

## **5.2 Academic, Personnel and Tenure (AP&T) Committee**

Information

### **5.2.1 Committee Update**

Action

### **5.2.2 Resolution No. 22-38, Relative to Establishing a Center for Island Sustainability and Sea Grant Director Position in the Administrator's Salary Pay Scale**

Request: AP&T Committee.

Review Process: This request was submitted by the HRO and Vice Provost of Research and Sponsored Programs and reviewed and endorsed by the Admin Council, SVP/P, UOG President, and the AP&T Committee for approval.

Action

### **5.2.3 Resolution No. 22-39, Relative to Aligning the Pay for the Marine Laboratory Director Position to Similar Positions in the Administrator's Salary Pay Scale**

Request: AP&T Committee.

Review Process: This request was submitted by HRO and Vice Provost of Research and Sponsored Programs and reviewed and endorsed by the Admin Council, SVP/P, UOG President, and the AP&T Committee for approval.

Action

### **5.2.4 Resolution No. 22-40, Relative to Awarding Emerita Dean of School of Business and Public Administration Status to Dr. Annette T. Santos**

Request: AP&T Committee.

Review Process: This request was submitted by the Dean of School of Education and reviewed and endorsed by the Admin Council, SVP/P, UOG President, and AP&T Committee for approval.

Action

### **5.2.5 Resolution No. 22-41, Relative to Awarding Emeritus Director of Water & Environmental Research Institute of the Western Pacific Status to Dr. John W. Jenson**

Request: AP&T Committee.

Review Process: This request was submitted by the Vice Provost of Research and Sponsored Programs and reviewed and endorsed by the Admin Council, SVP/P, UOG President, and AP&T Committee for approval.



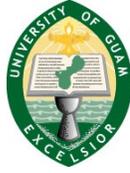
Review Process: This request was collated by the Interim Chief of Staff and Board Liaison, and reviewed by UOG General Counsel, UOG President, Executive Committee, and BFA Committee for approval.

- Information 6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE**
- 7.0 OPEN PRESENTATION (3 Minute Limit Per Person)**
- 8.0 EXECUTIVE SESSION**
- Information 8.1 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences**
- 9.0 VOTING FILE**
- Action 9.1 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences**
- Action 10.0 ADJOURNMENT**

## 1.0 CALL TO ORDER

## 2.0 MEETING MINUTES

### 2.1 Regular Meeting Minutes of September 15, 2022



**UNIVERSITY OF GUAM  
UNIBETSEDAT GUÅHAN**

**Board of Regents**

UOG Station, Mangilao, Guam 96923  
Telephone: (671) 735-2995 Fax: (671) 734-2296

**Regular Meeting Minutes  
September 15, 2022**

**1.0 CALL TO ORDER**

The Regular Meeting of the Board of Regents (BOR) was called to order by BOR Chairperson Liza J. Provide on September 15, 2022 at 5:31 p.m., VIA ZOOM. Notice of such meeting have been duly and regularly provided by the BOR.

**QUORUM:**

<b>Liza J. Provide</b>	<b>Chairperson</b>
<b>Mike W. Naholowaa</b>	<b>Treasurer</b>
<b>Lesley Leon Guerrero</b>	<b>Member</b>
<b>Agapito "Pete" Diaz</b>	<b>Member</b>
<b>Janice Malilay</b>	<b>Member</b>
<b>Bernadette "Bernie" Valencia</b>	<b>Member</b>
<b>Julie Laxamana</b>	<b>Member</b>

**ALSO PRESENT:**

<b>Thomas W. Krise</b>	<b>Executive Secretary</b>
<b>Anthony Camacho</b>	<b>General Counsel</b>
<b>Chris Mabayag</b>	<b>Recording Secretary</b>
<b>David S. Okada</b>	<b>CPO/Interim Chief of Staff</b>
<b>Carmelita Blas</b>	<b>Host for Zoom Meeting</b>

**2.0 MEETING MINUTES**

**2.1 Regular Meeting Minutes of April 21, 2022**

Chairperson Provide asked if there were any corrections or discussion regarding the regular meeting minutes as presented. Regent Malilay moved to approve subject to correction, which was duly seconded by Regent Leon Guerrero. Chairperson Provide noted a typographical error on item 5.2.3 and requested to remove "*Leon*". The motion carried.

**2.2 Special Meeting Minutes of May 23, 2022**

Chairperson Provide asked if there were any corrections or discussion regarding the special meeting minutes as presented. Regent Leon Guerrero moved to approve, which was duly seconded by Regent Diaz. Chairperson Provide requested to attach the amended BOR bylaws to the minutes. The motion carried.

## **Board of Regents Regular Meeting Minutes of September 15, 2022**

### **3.0 CHAIRPERSON'S REMARKS**

Chairperson Provide welcomed everyone to the September Regular Meeting and noted that this is the first meeting of the academic year.

She stated that they are looking forward to a great and exciting academic year as Guam moves towards some normalcy with COVID-19, implementing UOG's Para Hulo strategic initiatives, preparing for the next WASC Comprehensive Review for Reaffirmation of Accreditation, constructing four new facilities on campus, and many more other activities and initiatives.

She then welcomed the new Student Regent, Julie Laxamana, who was sworn in on August 13, 2022 and replaced former Student Regent Anisa Topasna. She asked the audience to extend a warm welcome to her with a round of applause.

Student Regent Laxamana stated that she is the student-elect Student Regent of UOG for the next two years. She added that when she found the opportunity through her peers, she was very eager and is thankful that she was elected to work with a welcoming community for the betterment of the school. She is looking forward to working with everyone.

### **4.0 PRESIDENT'S REPORT**

President Krise gave the President's report, a copy of which is attached.

### **5.0 REPORTS FROM STANDING COMMITTEES**

#### **5.1 Student Affairs, Scholarship, Alumni Relations and Honorary Degree (SASARHD) Committee**

##### **5.1.1 Committee Update**

Regent Malilay reported that the SASARHD Committee met on September 7<sup>th</sup> via zoom with a quorum present and presented and reviewed the proposed resolution for the Board's approval.

##### **5.1.2 Resolution No. 22-21, Relative to Approving the Re-apportioned FY2023 SFAP Budget**

Regent Malilay introduced Resolution No. 22-21 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. The motion carried.

#### **5.2 Academic, Personnel and Tenure Committee (AP&T) Committee**

Chairperson Provide handed the role of Chairperson to Treasurer Naholowaa so she can report as the Acting Chair for the AP&T committee, noting that Regent Leon Guerrero was off-island for the AP&T meeting on September 7<sup>th</sup>.

##### **5.2.1 Revision of the Peer Institutions Selection Criteria and Establishment of a New Peer List**

Regent Provide introduced Vice Provost Dee Leon Guerrero to provide a brief information

## Board of Regents Regular Meeting Minutes of September 15, 2022

overview of the Peer List. A copy of the memorandum is attached.

### **5.2.2 Resolution No. 22-22, Relative to Approving the UOG Policies on Compensation Guidelines for Academic Employees for Overloads, Buyouts, Closeouts, Indirect Distribution, and Indirect Rates**

Regent Provido introduced Resolution No. 22-22 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution explaining the purpose. The motion carried.

### **5.2.3 Resolution No. 22-23, Relative to Establishing a Permanent Water and Environmental Research Institute Director Position in the Administrator's Salary Pay Scale**

Regent Provido introduced Resolution No. 22-23 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. She then called Chief Human Resources Officer (CHRO) Joseph Gumataotao to discuss the proposed salary range. CHRO Gumataotao noted that the action presented at the AP&T Committee, went well, however, they have further reviewed the proposed salary range for the position, as previously presented with a salary range of \$94,210 to \$144,314 which was previously benchmarked by the College and University Professional Association (CUPA) guidelines to a position titled Associate Dean of Environmental Studies. CHRO Gumataotao added that based on the competitiveness of the position, it is recommended that the administrator's salary be aligned to some of the other positions that are currently within the same category and consider an amendment to what was originally presented. Regent Provido moved to approve the adjustment on the salary pay scale as recommended, which was seconded by Regent Diaz. The motion carried. Regent Provido then moved to approve the resolution as amended, which was duly seconded by Student Regent Laxamana. The motion carried.

### **5.2.4 Resolution No. 22-24, Relative to Adopting the University of Guam's Diversity, Equity, and Inclusion Policy Statement on Respect, Compassion, and Community**

Regent Provido introduced Resolution No. 22-24 and moved to approve, which was duly seconded by Regent Diaz. She summarized the resolution explaining the purpose. The motion carried.

### **5.2.5 Resolution No. 22-25, Relative to Expressing Appreciation to Anisa Topasna for her Service as a Member of the Board of Regents**

Regent Provido introduced Resolution No. 22-25 and moved to approve, which was duly seconded by Student Regent Laxamana. She summarized the resolution explaining the purpose. The motion carried.

### **5.2.6 Resolution No. 22-26, Relative to Expressing Appreciation to Remedios "Remy" Cristobal for her Exemplar Service in Multiple Key Roles and as Associate Dean of Enrollment Management and Student Success and Registrar with UOG for Over 33 Years**

Regent Provido introduced Resolution No. 22-26 and moved to approve, which was duly

## **Board of Regents Regular Meeting Minutes of September 15, 2022**

seconded by Regent Leon Guerrero. She summarized the resolution highlighting the accomplishments of Ms. Cristobal. The motion carried.

### **5.2.7 Resolution No. 22-27, Relative to Expressing Appreciation to Annette Taijeron Santos, D.B.A. for her Exemplar Service in Multiple Key Roles and as Dean of the School of Business and Public Administration with UOG for Over 35 Years**

Regent Provido introduced Resolution No. 22-27 and moved to approve, which was duly seconded by Regent Leon Guerrero. She summarized the resolution highlighting the accomplishments of Dr. Santos. The motion carried.

### **5.2.8 Resolution No. 22-28, Relative to Expressing Appreciation to Deborah “Dee” Leon Guerrero for her Exemplar Service as an Administrator with UOG for Over 20 Years**

Regent Provido introduced Resolution No. 22-28 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution highlighting the accomplishments of Ms. Leon Guerrero. The motion carried.

### **5.2.9 Resolution No. 22-29, Relative to Expressing Appreciation to John W. Jenson, Ph.D. for his Exemplar Service as Faculty and Director of the Water and Environmental Research Institute of the Western Pacific for 29 Years**

Regent Provido introduced Resolution No. 22-29 and moved to approve, which was duly seconded by Regent Malilay. She summarized the resolution highlighting the accomplishments of Dr. Jenson. The motion carried.

Chairperson Naholowaa returned the role of Chair back to Regent Provido.

## **5.3 Physical Facilities Committee**

### **5.3.1 Committee Update**

Regent Diaz reported that the Physical Facilities Committee met on September 7<sup>th</sup> via zoom with a quorum present.

He reported on the School of Engineering (SENG) and Student Success Center (SSC) stating that an event was held on August 11, 2022, for the official contract signing for both projects. He noted the total estimated construction costs for both projects is \$30.8M; the SENG will cost \$7.9M and the SSC will cost \$22.9M. He added that the funding will come from 3 sources: USDA loan - \$21.7M; Governor’s office - \$7.1M; and UOG Higher Education Emergency Relief Fund (HEERF) - \$2M.

He reported on the SSC stating that issuance of the Notice to Proceed (NTP) to Reliable Builders Inc. (RBI) is coming soon. He noted that the facility will improve and expand on the existing SSC structure. The facility will be a two story, 45,000 sq ft, and the anticipated completion is October-November 2024.

## **Board of Regents Regular Meeting Minutes of September 15, 2022**

He further reported that current SSC tenants will move to UOG's 13-unit container village which will be located on the north-NW side of the Field House or the side facing the tennis courts, and that the village containers are currently under bid. He added that the Post Office will be relocated to the now Kubre Building.

He reported on the SENG stating that issuance of the NTP to Future World Inc. is coming soon and that the anticipated completion of the project is March-April 2024.

He reported that the Guam Cultural Repository Building was completed on June 30, 2022. He added that Facilities Management Services (FMS) is currently in the process of closing the grant and has until Dec 2022 to complete.

He added that the most recent update is the Memorandum of Agreement to operate the facility between UOG and the Department of Chamorro Affairs that has been signed in August 2022, which will allow Dr. Storie to procure and fully operate the facility.

He then reported on the Water and Environmental Research Institute (WERI) and School of Health (SOH) buildings. He noted that the design for WERI Building is 95% complete and is currently in the process of obtaining a Height Variance and a Zone Variance with Department of Land Management.

He added that the design for the SOH Annex is also 95% complete. He noted that there are no zoning variances needed for this portion of the project. He further noted that an IFB for both projects will be issued sometime in October 2022 and that construction will take approximately 24-months to complete.

He reported that the University of Guam is now both a Land Grant and Sea Grant Institution. He stated that the UOG Sea Grant program has achieved institutional status after receiving a unanimous recommendation from the National Sea Grant Advisory Board and the official designation from senior leadership of the National Oceanic and Atmospheric Administration, which funds the National Sea Grant College Program.

He added that the University of Guam invited the community to a graduation ceremony held on August 11, at the UOG Calvo Field House to celebrate this achievement. He stated that the National Sea Grant College Program Director Jonathan Pennock, Hawaii Sea Grant Director Darren Lerner, and other dignitaries attended the celebration.

He further reported on the life cycle/preventive maintenance around the University to include air conditioning systems, generator, and campus lighting. He also provided a brief report regarding other UOG Green projects, IT Infrastructure, and Siemens project.

### **5.3.2 Resolution No. 22-30, Relative to Authorizing and Approving the Up to Four Million Five Hundred Thousand Dollar Loan with the Bank of Guam**

Regent Diaz introduced Resolution No. 22-30 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The roll call for record is as follows: Chairperson Provido, Regent Diaz, Regent Malilay, Student Regent Laxamana and Regent Valencia (voted via Whatsapp due to audio issues as reported by David Okada) all voted aye. Regent Naholowaa and Regent Leon Guerrero abstained and recused

## **Board of Regents Regular Meeting Minutes of September 15, 2022**

themselves due to being employees of Bank of Guam. The motion carried.

### **5.4 Budget, Finance, and Audit (BFA) Committee**

Regent Naholowaa reported that the BFA Committee met on September 8<sup>th</sup> via zoom with a quorum present and provided a report summarizing the updates given at the BFA Committee Meeting.

Regent Naholowaa requested approval that the action items be presented first, which Chairperson Provido agreed to move forward.

#### **5.4.5 Resolution No. 22-31, Relative to Approving the Re-apportioned FY2023 General Operations and Special Appropriations Budgets**

Regent Naholowaa introduced Resolution No. 22-31 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

#### **5.4.6 Resolution No. 22-32, Relative to Approving the FY2023 Non-appropriated Fund Budgets**

Regent Naholowaa introduced Resolution No. 22-32 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

#### **5.4.7 Resolution No. 22-33, Relative to Approving the FY2023 Auxiliary Fund Budgets**

Regent Naholowaa introduced Resolution No. 22-33 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. The motion carried.

#### **5.4.8 Resolution No. 22-34, Relative to Establishing the UOG Advancement Initiative as a 501(c)3 Corporation**

Regent Naholowaa introduced Resolution No. 22-34 and moved to approve, which was duly seconded by Regent Malilay. He summarized the resolution explaining the purpose. Regent Diaz asked how it differs from the UOG Endowment Foundation. Chairperson Provido stated that she believes they are two different entities and that the Endowment Foundation is centered on fundraising efforts, whereas this is structured towards more of an annual giving fund. President Krise clarified that under the current structure we can accept gifts, and people can deduct them as a charitable deduction. He added that this is an extra step we want to take to make it perfectly clear that if someone gives us a gift that it is tax deductible.

Regent Malilay stated that she thought this overlapped with the Endowment and as a public university you couldn't really fundraise as this is sort of like fundraising, because you are getting money from outside sources. President Krise stated public universities can certainly raise funds and the reason that we have a private foundation is particularly to guarantee donor intent. He added that it mainly exists for permanent endowments, where someone gives a fund of money to support, like a professorship or a scholarship that they want to last forever, and then

## **Board of Regents Regular Meeting Minutes of September 15, 2022**

the proceeds of that supports the scholarship or the salary, and so the private foundation is better able to guarantee the donors intent and perpetuity. The motion carried.

### **5.4.1 Financial Update**

Regent Naholowaa didn't provide a financial update as he has thoroughly reviewed the figures and budget and had no issues. This includes 5.4.2 and 5.4.3. He will discuss with VPAF Wiegand if any issues are to arise.

### **5.4.4 Faculty Salaries**

Regent Naholowaa requested that Dr. Bob Barber be given the opportunity to provide the BOR with a lengthy presentation on the faculty salary issues. Dr. Barber provided a powerpoint presentation, a copy of which is attached. Discussion followed.

Regent Malilay motioned for the UOG administration to provide the BFA committee a plan of action and the impacts to address the faculty salary shortfalls based on the Faculty Union report, which was duly seconded by Regent Naholowaa. Further discussions occurred with the motion carried unanimously.

## **6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE**

Katrina Perez, Executive Director, provided the BOR with an update on the UOGEF projects and events. A copy of the update is attached.

## **7.0 OPEN PRESENTATION (3 Minute Limit per Person)**

Chairperson Provido opened the floor for open presentations. There were no presentations.

## **8.0 EXECUTIVE SESSION**

Regent Diaz motioned to move to Executive Session, which was duly seconded by Regent Naholowaa. The motion carried. The Executive Session commenced at 7:49 p.m.

### **8.1 President's Evaluation Review**

### **8.2 Recommendation for Tenure for Dr. Debra Marie T. Cabrera, Assistant Professor of Sociology, College of Liberal Arts and Social Sciences**

### **8.3 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences**

### **8.4 Recommendation for Tenure for Dr. Ujwalkumar Patil, Associate Professor of Civil Engineering, School of Engineering**

### **8.5 Recommendation for Tenure for Dr. Bulan Wu, Associate Professor of Chemistry, College of Natural and Applied Sciences**

## Board of Regents Regular Meeting Minutes of September 15, 2022

Regent Malilay moved to end Executive Session, which was duly seconded by Regent Diaz. The motion carried. The Executive Session ended at 8:50 p.m.

### 9.0 VOTING FILE

#### 9.1 President's Evaluation Review

Regent Mailay moved to approve the final response of the President's Evaluation Review, which was seconded by Student Regent Laxamana. Chairperson Provideo noted for the record that Regents McKeever and Certeza are off-island. The motion carried.

#### 9.2 Recommendation for Tenure for Dr. Debra Marie T. Cabrera, Assistant Professor of Sociology, College of Liberal Arts and Social Sciences

Regent Malilay moved to approve the recommendation for Tenure for Dr. Debra Cabrera, which was duly seconded by Regent Naholowaa. The motion carried.

#### 9.3 Recommendation for Tenure for Dr. Austin J. Shelton III, Associate Professor of Outreach and Extension, College of Natural and Applied Sciences

Regent Malilay moved to table the recommendation for Tenure for Dr. Austin Shelton until the next BOR Regular Meeting in November, which was duly seconded by Regent Diaz. The motion carried.

#### 9.4 Recommendation for Tenure for Dr. Ujwalkumar Patil, Associate Professor of Civil Engineering, School of Engineering

Regent Diaz moved to approve the recommendation for Tenure for Dr. Ujwalkumar Patil, which was duly seconded by Regent Naholowaa. The motion carried.

#### 9.5 Recommendation for Tenure for Dr. Bulan Wu, Associate Professor of Chemistry, College of Natural and Applied Sciences

Regent Naholowaa moved to approve the recommendation for Tenure for Dr. Bulan Wu, which was duly seconded by Regent Diaz. The motion carried.

### 10.0 ADJOURNMENT

Regent Diaz moved that the zoom meeting be adjourned, which was duly seconded by Regent Naholowaa. The motion carried. Chairperson Provideo adjourned the meeting at 9:56 p.m., CHamoru Standard Time.

  
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Liza J. Provideo, Chairperson

ATTESTED:

  
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Thomas W. Krise, Ph.D., Executive Secretary

## 20220915 Prez Report BOR

### In Memoriam slides

Since our last regular meeting on 21 April and our special meeting on May

- Micronesian Culture Day—chance to celebrate our residential students and our region-wide cultures and partnerships
- I presented honorary doctorate to Patrick Tellei at PCC Commencement with President of Palau and the whole community present
- Commencement with UOG@70 theme, with honorary degrees
- Thanks for regents attendance at the ACCT board governance training workshop in Oahu in June
- World Summit on Island Sustainability in the Galapagos—attracting a whole new group of experts to our Island Sustainability conference—our 14<sup>th</sup> annual—next April 11-15<sup>th</sup>, where we'll also hold another Presidential Panel featuring island university presidents from across the Pacific and the wider world
- LSAMP Undergrad Research Conference for the whole region
- New sports teams & Esports doing exceptionally well—reaching 16<sup>th</sup> in the nation
- New Partnerships website unveiled 132 MOUs, including funded faculty in Mandarin from Govt of Taiwan
- Said farewell to SBPA Dean Annette Santos and welcomed Dean Fred Schumann; as you are aware via other notice, we are also saying farewell to Dr John Jenson of WERI and Vice Provost Dee Leon Guerrero, but we hope and expect to engage them in at least part-time ways going forward
- CNAS Dean Lee Yudin has taken on the additional duty of Interim Dean of SENG and has energized the ABET accreditation process
- Made official visits to Saipan/Rota; held UOG@70 alumni and prospective student events; awarded the first two President's Medals to alum and longtime UOG supporter Jerry Tan at an event at which he sponsored a new set of athletic scholarships for UOG students and then to NMC VP and former Interim President Frankie Eliptico at the Saipan Rotary Club
- Accompanied the national Director of Sea Grant at NOAA and his entourage in Saipan and in Guam
- Held the "Graduation Ceremony" for UOG's full institutional status as one of the 34 state and territory Sea Grant programs—a fine cheery on the ice cream sundae of our 70<sup>th</sup> anniversary year and our 50<sup>th</sup> year as a Land Grant institution
- We opened the academic year with almost-like-before levels of face-to-face classes and activity on campus—one measure of how normal things are is that it's hard to find parking again!
- Our enrollment continues to be soft in the way it has been through the pandemic; we share the weak enrollment situation with most other universities across the country—

we have 1.6M fewer students enrolled nationally than before the pandemic; our EMSS team has been working hard to reach out to former and prospective students

- We held a lavish inauguration ceremony for our 61th Student Govt Assn, with the Gov, Lt Gov, and Sen Amanda Shelton and many other community leaders in attendance
- Opened a truly remarkable UOG@70 Exhibit at the Guam Museum—also very well attended by the Gov, Lt Gov, the Speaker and several other senators and community leaders; this will be up and free until 15 Oct; we have community night sponsored by SGA next Thurs the 22<sup>nd</sup> in conjunction with the food trucks fiesta in Skinner Plaza
- I had dinner with the Secy of the Air Force and the local military leadership and was able to highlight our ROTC program, our Military Friendly Campus designation, our ranking as #1 in the Pacific for Best Colleges for Vets, our Student Veterans Association, and our many NavFac partnerships for student internships, construction projects, environmental and cultural protection efforts, and much more
- Thanks to the efforts of Dean Monique Storie, General Counsel Anthony Camacho and others, we've succeeded in negotiating an MOU with the Dept of CHamoru Affairs to operate the Guam Cultural Repository (GCR) for at least the next three years
- Also, our budget looks to be roughly similar to the austere one we had the last year, although we did succeed in diverting an attempt to cut \$1.5M out of it; thanks to VP Randy Wiegand, Budget officer Rachel Cubacub, and SGA leaders for their efforts—and to Vice Speaker Tina Muna Barnes for advocating for UOG
- We've also had two big leaps forward in our Island Wisdom initiative under our Strategic Initiative #1: seeking to be recognized as a Research University centered in Island Wisdom: we had a Canoe Blessing ceremony and then the Pwo Ceremony creating 6 new Master Navigators, including our own Professor Melissa Taitano, one of the very few women Master Navigators; my thanks to SVPP Anita Borja Enriquez and Dean of the Libraries, Dr Monique Storie for co-chairing the Island Wisdom Initiative and helping bring these important new developments into being
- Another important element of the Island Wisdom effort has been the formulation of the Inadahi yan Inagofli'e' / DEI Council, which is our UOG effort to infuse our local traditional cultural values of respect and care for the community as our interpretation of the national and international concepts of DEI
- UOG Press continues to innovate and contribute, most recently by initiating discussions for the development of a medical journal for our region; they also signed an MOU with NMC to create a CNMI imprint of the UOG Press, to encourage more writing and publishing from our neighbors to the north
- We held our annual Distinguished Alumni Ceremony and dinner, honoring a rich array of graduates who have done great things for our communities here and in the wider world
- And finally, thank you to the regents who were able to attend yesterday's Town Hall event at the Field House, which featured updates on the accomplishments of the Para Hulo' Strategic Plan in the first almost 3 years of the plan, along with highlights of the next steps we'll all focus on in the current academic year; I can say that the two top level projects of this academic year will be the writing of the Institutional Self Study Report for the WASC Senior College and University Commission, under the leadership of

our ALO, Dr Enriquez (and her Big Committee—the largest in UOG’s 70 years: 59 members!); and also the preparation of our application to the Carnegie Foundation to be classified as a Community Engagement Institution—both of these big reports are due in less than a year

- For those regents not able to make the Town Hall, we have the video of it available and will send the link after the meeting
- As I mentioned at the Town Hall, just this week, *US News and World Report* announced that UOG had moved up 20 places among the universities in the West, and also up 10 places among public universities and also 10 places in Social Mobility.

Other upcoming events:

- I will be attending several events in New York and Washington DC in the next 10 days: the UN General Assembly attracts a number of side events; I’ll be attending the Local2023 Islands Initiative Meeting, the Global Islands Partnership meeting, the Ocean Foundation meeting, and the Clinton Global Initiative Conference on Sustainability Development Goals; in DC, I’ll join the Pacific Postsecondary Educational Council (the presidents of all the colleges and universities in the U.S.-Affiliated Pacific) for our biannual meeting and for a series of Congressional and other govt meetings focused on the 15<sup>th</sup> anniversary of the AANAPISI category of Minority Serving Institutions—and to press for increased funding for our category; I’ll also be meeting with senior officials of the USDA, the NSF, and other agencies
- In October, I’ll make an official visit to the Marshall Islands and the FSM to sign MOUs and reinforce partnerships with the College of the Marshall Islands and the College of Micronesia-FSM, and to hold UOG@70 events for our alumni; this will be my first visit to CMI and my second to COM-FSM
- Something I hope you’ll consider attending next semester will be the annual Conference on Trusteeship by AGB in San Diego April 2-4, 2023. This will be another chance for regents who weren’t able to attend the Oahu workshop to gain some insight and meet your peers from across the country. I met recently with former BOR Chair Tony Sanford and she was full of praise for this conference and its value in developing her skills as a regent
- Thank you all for making time to attend so many UOG events and for advocating for the university with the community and with our elected leaders
- Biba UOG!

*In Memoriam*

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April 21, 2022

*Adriano B. Pangelinan*

Retired UOG Associate Professor

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*In Memoriam*

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June 1, 2022

*Carlos Meno Paulino*

Retired Postal Clerk Supervisor

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*In Memoriam*

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July 13, 2022

*Olga Szekely*

Wife of Dr. Zoltan Szekely, Associate Professor of Mathematics  
*College of Natural & Applied Sciences*

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*In Memoriam*

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July 14, 2022

*Mark A. Lander*

Assistant Professor of Meteorology  
*Water & Environmental Research Institute of the Western Pacific*

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*In Memoriam*

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July 19, 2022

*Andrew T. Laguaña*

Regent, 2008-2012

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*In Memoriam*

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Aug. 1, 2022

*Antonio Babauta Cruz*

Father of Connie M.C. Quinata, Administrative Officer

*RFK Memorial Library*

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*In Memoriam*

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Aug. 6, 2022

*Federico "Eric" Aquino*

Father of Erickson Mae Abiad Aquino, Project Coordinator

*TRIO Educational Talent Search*

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*In Memoriam*

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Aug. 8, 2022

*Miguel Aguon Taitano*

Father of Dr. Rachael Leon Guerrero, Vice Provost

*Research & Sponsored Programs*

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*In Memoriam*

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Aug. 10, 2022

*Maria San Nicolas Taitano*

Mother of Carlos Taitano, Director  
*Global Learning & Engagement*

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*In Memoriam*

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Sept. 1, 2022

*Ernest Villaverde*

Spouse of Frances A.C. Villaverde, Senior Programmer Analyst  
*UOG Office of Information Technology*

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MEMORANDUM

Approved  Disapproved

TO: Senior Vice President & Provost   
Anita Borja Enriquez (Aug 11, 2022 18:51 GMT-10)  
Anita Borja Enriquez, DBA

FROM: Vice Provost, Institutional Effectiveness 

SUBJECT: *Recommendation to Revise the Peer Institutions Selection Criteria and Establish a New Peer List*

DATE: August 11, 2022

**Background.** In 2008, my office created two peer lists: (I) Open Admissions; and (II) Aspirant Institutions. Since then, numerous campus units and leadership have utilized these for various purposes and comparisons. The lists were compiled to identify higher education institutions for the purposes of measuring and comparing performance. The institutions selected are comparable to the University of Guam using various criteria such as student enrollment size, having public control, and offering both bachelor's and master's degree programs. Using the Integrated Postsecondary Education Data System (IPEDS) Peer Analysis System (PAS), <http://www.nces.ed.gov/ipeds/pas/> two sets of rankings of the institutions against the University were generated.

I. Open Admissions Peer List: For tracking and performance comparisons. This is an IPEDS-generated list of institutions based on the following selection criteria: (i) open admissions policy, (ii) public control, (iii) offering both bachelor's and master's degrees, but primarily graduating undergraduates, (iv) offering Title IV federal financial assistance programs, and (v) having a comparable enrollment size.<sup>1</sup>

II. Aspirational Benchmarks: For setting targets. The ten institutions included in this list consistently score fairly well in the annual college survey conducted by the U.S. News Weekly, particularly with student satisfaction and retention. These

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<sup>1</sup> Note: The University of Hawaii-Hilo, the University of Puerto Rico (2), and the University of the Virgin Islands do not report themselves to IPEDS as open admission institutions, however, they were added to this list for comparison purposes.

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Jesus and Eugenia Leon Guerrero Business and Public Administration Building  
Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913

institutions offer both bachelor’s and master’s degrees, have comparable small enrollment size and are public institutions. The University compares its performance to these institutions and aspires to match their performance as they are regarded as sources for best practices and benchmarking for institutional efficiency, student success, and student retention. The University compares performance to this group to remain competitive as an open-admission university.

Each list was ranked using a set of nine (9) institutional characteristics annually reported to IPEDS:

- |  |                                  |
|--|----------------------------------|
| 1) Enrollment  | 6) # of Faculty                  |
| 2) Full-time retention (Freshmen cohort, Fall-to-Fall) | 7) Instruction Expenditures      |
| 3) Tuition and Fees                                    | 8) Research Expenditures         |
| 4) Cost of Attendance                                  | 9) Student Services Expenditures |
| 5) Graduation Rate                                     |                                  |

Open Admissions List
Lincoln University
New Mexico Highlands University
Shawnee State University
University of Arkansas at Monticello
University of Hawaii at Hilo
University of Puerto Rico - Cayey
University of Puerto Rico - Ponce
University of the Virgin Islands
Wayne State College

Aspirant List
Alcorn State University
California State University - Stanislaus
Florida Gulf Coast University
Pennsylvania State University - Penn State Erie-Behrend College
University of Colorado - Colorado Springs
University of Michigan - Dearborn
University of Wisconsin - Platteville
Western Carolina University
Western Oregon University
Winthrop University

**Recommended Change to the Selection Criteria.** The current selection criteria combination of open admissions and our relatively small enrollment size does not yield many institutions for a peer list, therefore it is recommended to change the selection criteria to replace open admissions with comparable federal operating grants and contracts for two reasons: first, UOG has significantly higher levels of federal grants compared to those in its peer institutions (both open admission and aspirant) and second, our enrollment has been on a decline for five years shrinking our pool of peer institutions. The other criteria would be kept. Using the IPEDS data center, my office has identified some interesting institution selections with the proposed change to our selection criteria (for example, comparisons on funding for student services compared to higher levels of federal grant awards). Also, we noticed that the retention and graduation rates are significantly higher with the new list, therefore we recommend having one peer list instead of two.

By changing the selection criteria, we have generated the following peer list:

Proposed New Peer List
Alabama A & M University
Alabama State University
California State University at Dominguez Hills
California State University at Stanislaus
Jackson State University
Michigan Technological University
Morgan State University
SUNY Polytechnic Institute
University of Alaska at Fairbanks
University of California-Merced
University of Hawaii at Hilo
University of Hawaii at Manoa
University of the Virgin Islands
William & Mary

Please find attached a more detailed comparison of these institutions using data collected from IPEDS.

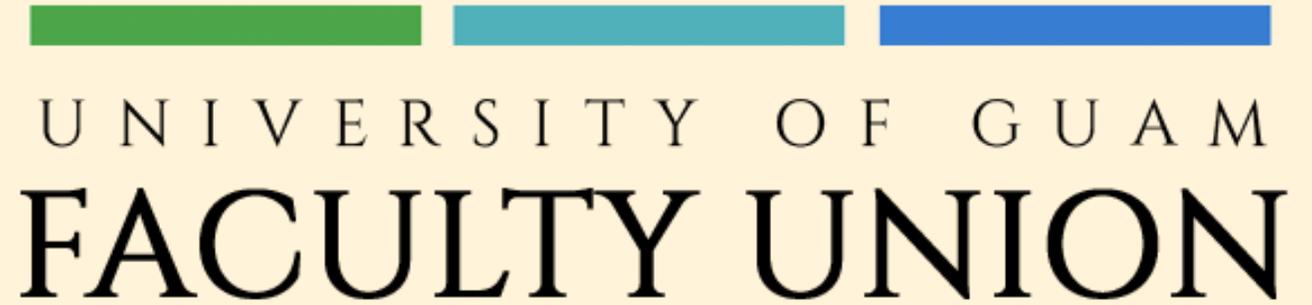
The proposed change was presented to the Academic Officers Council (AOC) and shared with the Faculty Union President. The AOC endorsed the change at its August 8, 2022, and the Faculty Union President indicated support in May 2022.

If you approve this recommendation, it can take effect this coming academic year, 2022-2023.

If you have any questions, or concerns, I am available to meet at your convenience.

Unit ID	Institution Name	State	Control of Institution (H020018)	Land Grant Institution (H02020)	Total enrollment (DRVEF2020)	Percent of total enrollment that are American Indian or Alaska Native (DRVEF2020)	Percent of total enrollment that are Asian (DRVEF2020)	Percent of total enrollment that are Native Hawaiian or Other Pacific Islander (DRVEF2020)	Percent of total enrollment that are Black or African American (DRVEF2020)	Percent of total enrollment that are Hispanic/Latino (DRVEF2020)	Full-time retention rate 2020 (EF20200)	Graduation rate - Bachelor degree within 6 years total (DRVEF2020)	Total dormitory capacity (NC2020)	Federal operating grants and contracts (F1920_F1A)	Student services - Current year total (F1920_F1A)	Student services - Current year total per student (F1920_F1A)2	Student services - Salaries and wages (F1920_F1A)	Total amount of Fed grant aid awarded to undergraduate students (SFA1920)	Average amount of Fed grant aid awarded to full-time first-time undergraduates (SFA1920)	Percent of full-time first-time undergraduates awarded Fed grants (SFA1920)	Institution URL
100054	Alabama A & M University	AL	Public	Yes	5977	0%	0%	0%	89%	1%	54%	29%	3220	\$1,871,284	\$27,327,792	\$4,606	\$8,257,832	\$19,516,507	69%	<a href="https://www.aamu.edu/">https://www.aamu.edu/</a>	
100724	Alabama State University	AL	Public	No	4072	0%	0%	0%	90%	1%	62%	32%	2079	\$6,982,317	\$15,714,772	\$3,659	\$7,532,568	\$13,941,996	76%	<a href="https://www.asu.edu/">https://www.asu.edu/</a>	
130547	California State University at Dominguez Hills	CA	Public	No	18847	0%	6%	0%	11%	64%	78%	48%	563	NR	\$28,750,462	\$1,339	\$15,797,145	\$47,051,684	75%	<a href="https://www.csdh.edu/">https://www.csdh.edu/</a>	
110495	Stanlaus	CA	Public	No	11169	0%	9%	1%	2%	57%	87%	57%	730	\$5,664,454	\$23,786,874	\$2,131	\$11,440,905	\$27,884,528	66%	<a href="https://www.scls.edu/">https://www.scls.edu/</a>	
175856	Jackson State University	MS	Public	No	6921	0%	0%	0%	90%	1%	74%	44%	2464	\$28,353,191	\$19,935,562	\$2,878	\$9,112,223	\$18,621,846	77%	<a href="https://www.jsums.edu/">https://www.jsums.edu/</a>	
171128	Michigan Technological University	MI	Public	No	6873	0%	2%	0%	1%	2%	85%	72%	3267	\$25,114,559	\$16,901,852	\$2,272	\$7,113,467	\$6,082,448	21%	<a href="https://www.mtu.edu/">https://www.mtu.edu/</a>	
183453	Morgan State University	MD	Public	No	7634	0%	1%	0%	80%	4%	74%	48%	2718	\$27,048,339	\$9,451,446	\$1,238	\$5,607,532	\$16,947,355	58%	<a href="https://www.morgan.edu/">https://www.morgan.edu/</a>	
185112	SUNY Polytechnic Institute	NY	Public	No	3044	0%	8%	0%	6%	0%	82%	50%	1076	\$6,692,146	\$5,726,073	\$1,881	\$3,275,314	\$4,092,149	42%	<a href="https://www.poly.edu/">https://www.poly.edu/</a>	
202514	University of Alaska at Fairbanks	AK	Public	Yes	6813	12%	2%	1%	7%	78%	47%	47%	958	\$104,690,038	\$24,895,295	\$3,654	\$10,355,505	\$5,508,627	33%	<a href="https://www.uaf.edu/">https://www.uaf.edu/</a>	
645188	University of California-Merced	CA	Public	Yes	9018	0%	17%	0%	4%	55%	85%	69%	4016	\$26,663,000	\$7,481,508	\$4,179	\$13,810,980	\$6,976,968	65%	<a href="https://www.ucmerced.edu/">https://www.ucmerced.edu/</a>	
249754	University of Guam	GU	Public	Yes	3489	0%	46%	0%	0%	1%	75%	58%	208	\$1,746,804	\$6,716,383	\$1,847	\$2,841,952	\$3,800,174	47%	<a href="https://www.usg.edu/">https://www.usg.edu/</a>	
141261	University of Hawaii at Hilo	HI	Public	No	3165	1%	15%	0%	1%	15%	71%	34%	639	\$11,531,361	\$10,972,764	\$3,467	\$5,992,260	\$4,896	44%	<a href="https://www.uhilo.edu/">https://www.uhilo.edu/</a>	
111111	University of Hawaii at Manoa	HI	Public	Yes	18025	0%	32%	3%	1%	11%	80%	62%	3272	\$216,644,892	\$41,274,885	\$2,897	\$9,799,855	\$16,935,156	28%	<a href="https://www.hawaii.edu/">https://www.hawaii.edu/</a>	
243455	University of the Virgin Islands	VI	Public	Yes	1838	0%	1%	0%	70%	25%	25%	25%	385	\$1,746,809	\$4,188,765	\$2,278	\$2,857,823	\$4,659,656	10%	<a href="https://www.uvi.edu/">https://www.uvi.edu/</a>	
231624	William & Mary	VA	Public	No	8939	0%	6%	0%	8%	7%	93%	31%	4822	\$23,900,439	\$19,046,355	\$2,131	\$5,397,248	\$5,957,770	10%	<a href="https://www.wm.edu/">https://www.wm.edu/</a>	

UOG Faculty Salary  
Committee Presentation to  
the UOG Board of Regents  
Sept 8, 2022



# Study on Faculty Compensation: Core Issues

- This is a University and Government of Guam labor equity and market competitiveness issue.
  - Internal to UOG, since 1991 Faculty have been left behind while Administrators and Staff have had significant scale increases.
  - External to UOG, since 1991 Faculty have been not received the increases that GDOE and GCC and other Government of Guam employees received.
  - In 2004 Faculty were more than 20% behind peer and aspirant institutions, unlike Administrators, this was not corrected and now is closer to 40% behind.
  - There are also structural problems with the Faculty Salary Schedule that need to be fixed.

# Internal to UOG: History

- **History of Staff, Faculty, and Administrator Salary within the Gov. Guam Context**
  - 1991 - complete restructuring of the Guam Civil Service Scale
  - 1991 - Faculty & Administrator scales also significantly restructured for equity within Gov. Guam (BOR Approved)
  - By 2001 average changes in top 21 Admin Positions' salaries = 19% (not BOR Approved)
    - Documented 1991 to 2001 inflation eroded both scales by 28%
  - 2003 - Administrators' scale formally changed/increased (BOR approved)
  - 2021 - Administrators' scale increased again (BOR approved)
  - 2014 - Competitive Wage Act changed the Civil Service staff scale.
  - 2014 - UOG updated Non-Civil Service staff scale to give comparable salary changes.
  - It is important to note, for these increases for Administrators and Staff, UOG adjusted budget and absorbed these increases, *but not for Faculty*.
- **From 1991-2022 average cumulative underlying faculty scale change = 11% despite studies since 2001 showing faculty more than 20% behind then, and falling further every year.**
  - National inflation for this period (1991 to present) has been more than 110%
  - Average. senior administrator's (President and 2 VPs) increase 1991-2022 = 76%
  - Average of 5 College and School Deans' increase 1991-2022 = 71%
- **The Faculty Union believes all these increases were justified, what is inexcusable is how faculty were left behind repeatedly.**

# 1991-2022 Faculty Scale Changes

From 1991-2022 average underlying faculty scale change = 11%.

- Prior to, and following, the 2003 Administrator scale change, on an annual basis, the Faculty Salary committees have recommended changing the Faculty scale.
- 2004-5 - “hard to hire” and additional steps were added to the scale, but the underlying scale remained unchanged.
- In examining 2005-2006 CUPA data, 16 years ago, faculty salary report noted that faculty were more than 20% behind the low-medium comparative level.
- Significant salary realignment did not take place, resolutions were made to incrementally address faculty scale, but implementation was stopped.
  - Budget cuts to UOG were perceived to force non-implementation of faculty increases.
- All these efforts have only seen a cumulative 11% average change in the underlying scale from the 1991 scale to present.
  - Note this 11% is not even equal to the UOG Administrators’ pre-2003 increases.

# External to UOG: Government of Guam Peers

- 2010 - Hayes Study found Government Guam civil service scale behind in terms of market competitiveness and equity
- 2014 - Competitive Wage Act changed the Civil service scale including for GDOE teachers.
- Now in 2022, GDOE educators just received an across the board 20% increase in the Educator Pay Plan (EPP) Scale.
- Guam Community College recently upgraded all faculty and administrators to the 2019 CUPA scale.
- Comparing starting steps on UOG faculty scale and GDOE EPP scale pre-20% increase: for entry with a Bachelors, Masters, or terminal academic degree (PhD, EdD, or other), UOG faculty scale is 12%, 13%, and 11% *less* than equivalent on GDOE EPP.
- Comparing UOG Faculty scale to GDOE EPP scale post 20% increase UOG scale is 35%, 36%, 33% *less*.
- Comparing UOG Faculty scale to the equivalent of Guam Community College Faculty scale: GCC currently pays those same categories of employees 17%, 26%, and 21% *more* than their UOG equivalents.

# Faculty Compensation: Market Competitiveness

- Multiple studies of Faculty pay at UOG since 1991, show that UOG Faculty are significantly under paid compared to faculty at similar size and types of universities on the U.S. mainland.
- Lack of competitive wages impacts UOG’s ability to attract, keep and motivate highly qualified faculty, who, provide UOG’s teaching, research, and service. The Para-Hulo’ Strategic Plan and accreditations hinge on Faculty.
- UOG salaries compared to the proposed list of peer and aspirant institutions, using 2018-19 Chronical of Higher Education data, show UOG Faculty salaries are behind 30-40%.

**Average 9-Month Faculty Salary Adjusted to Cost of Living.**

	Professor	Associate Professor	Assistant Professor	Instructor
<b>Peer &amp; Aspirational Institutions</b>	\$125,843	\$100,052	\$84,599	\$66,912
<b>University of Guam</b>	\$97,631	\$75,067	\$64,002	\$47,888
<b>% Difference</b>	29%	33%	32%	40%

- The UOG Faculty scale needs to be increased by 40% to attain labor equity, with UOG Administrators, GDOE and GCC educators, and to approach market competitive salaries with peer Universities.

# Faculty Salary Scale Structural Issues

- The Faculty salary scale has five ranks: Assistant Instructor, Instructor, Assistant Professor, Associate Professor, and Professor.
- The rank of Assistant Instructor only has 9 steps, all the others have 20. Steps 10-20 should be added.
- For more than 30 years, HRO guidelines on how to place new hires on the faculty scale were followed - until the most recent 7 years.
  - Due to the scale being so outdated (low), in recent years these guidelines for placement have been ignored. New hires have been placed much higher on the scale and in seniority, than the rules allow.
  - This has resulted in “salary scale inversion,” where new Faculty hires are coming in at higher pay and seniority, over Faculty with similar/higher qualifications and more years of loyal service to UOG.
- Because the scale is so outdated, except for 4-5 positions in the lowest ranks, there are no Faculty in steps 1-6 across the ranks.
- Cost of % change in scale – it is important to note what the recommendations will cost:

## Amount of Funding Needed to Support Different % Increases in the UOG Faculty Scale

	10%	20%	30%	40%
University of Guam Faculty Scale	\$1,746,181	\$3,492,361	\$5,238,542	\$6,984,722

# Faculty Compensation - Steps to Address - 1

1. Union/Administration Faculty Salary Committee recommends the immediate addition of Steps 10-20 to the Assistant Instructor/Agent I rank. Fiscal impact will only involve an increment for one or two faculty.
2. Also recommend, the BOR commits to seeking a 40% increase in the Faculty Salary Schedule through a planned two prong approach over the upcoming years:
  - First by, the BOR, Administration and Faculty Union committing to work together to actively meet with both members of the Guam Legislature and with the Governor and Lt. Governor to seek special appropriation legislation for UOG that matches the legislation recently passed for DOE Educator Pay Plan increase of 20%, so UOG may increase Faculty Salary Schedule in a similar manner.
  - Second by, the BOR and Administration committing to increasing Faculty Salary Schedule by 20% in the upcoming years independent of legislated changes starting FY 2024 budget.
    - While very leery of phased plans, given budget realities, possibly through two years of line item 10% increases over FY 2024 and FY2025 each costing roughly \$1,800,000 additional salary cost (includes both salary and fringe).
    - If this is not possible then recommend planned four years of line item 5% increase over FY 2024, 2025, 2026, and 2027 costing roughly \$900,000 to \$1,000,000 additional each year.

# Faculty Compensation - Steps to Address - 2

3. Also recommend, that with the first significant increase in the Faculty Salary Schedule, a cost saving approach be utilized, by HRO applying adjustments for faculty salary inversion. This would be applied positions hired in the past 7 years not following guidelines, as faculty are placed on the new scale using methodology currently being developed by Salary Committee, HRO and Faculty Union.
4. Also recommend, for HRO's placement guidelines for the new Faculty Salary Schedule, that HRO and the faculty salary committee develop guidelines for multiple-step increase if "hard to hire" can be documented for specific advertised faculty position.
5. Also recommend, following a 20% increase in the scale, by one of the above methods, the removal of steps 1-6 for all ranks of the Faculty Scale and redesignation of current steps 7-20 to steps 1-14 and addition of new steps 15-20 to this adjusted Schedule. With those faculty at Assistant Instructor or Instructor rank below the current step 7 being moved to the new step 1 of their rank. For ranks below Professor no fiscal impact for 4-5 years. Impact is 15 Professors will be able to receive an increment in the following year.

**UOG Endowment Foundation**  
**Board of Regents Update**  
**09/15/2022**

Håfa Adai, Madam Chair Provido and members of the Board of Regents. Thank you all for giving me the opportunity to speak.

- Fundraisings & Notable Events
  - In honor of UOGEF's 40<sup>th</sup> Anniversary, we will be holding a gala celebration at the Dusit Thani Grand Ballroom on October 8<sup>th</sup>. During the event, we will be awarding Meritorious Service Awards to 3 individuals who have volunteered their time and service to the UOG Endowment Foundation for over 25 years:
    - UOGEF Legal Counsel, Attorney Ladd Baumann,
    - President Emeritus and former Chairman of the UOGEF Board of Directors, Dr. Wilfred Leon Guerrero,
    - and Mr. Jesse Leon Guerrero, current Chairman of the Board of Directors.
  - We will also give recognition to our Top 40 Partners (business & individuals) who have generously supported UOG through the Foundation for the past 40 years.
  - Entertainment will feature performances by Jesse & Ruby, a reunion of the Kasuals, and DJ Noly of Music Sensation to round out the evening.
  - We will have a raffle drawing with a grand prize of 2 United Airlines tickets to fly from Guam of Saipan to the United States. Winners will be announced during our gala. However, for this raffle, you need not be present to win.
  - In addition, we'll have a silent art auction and there will be many more raffle prizes at the event for which you must be present to win. We hope you can join us.
- UOGEF is very honored to be conduits for philanthropy from its donors and we are grateful for the valuable partnership with UOG personnel in reaching out to these donors. Notable donations received in the past couple of months include:
  - \$50,000 from a \$250,000 pledge by the Bank of Guam for a 5-year naming opportunity with the Center for Entrepreneurship & Innovation. Special thanks to former Dean of SBPA, Dr. Annette Santos and Dr. James Ji for their assistance in bringing this to fruition.
  - \$23,000 – GEDA QC3 Grant to benefit the Island Wisdom: Traditional Seafaring program for the construction of a 40-foot canoe house. Special thanks to Dean Monique Storie and the Island Wisdom Committee for their assistance in applying for this grant.
  - \$10,000 – Bank of Hawaii – Guam Green Growth program, planted 200 trees as part of the Center for Island Sustainability's efforts in restoring watersheds. Special thanks to Austin Shelton for his outreach.
  - \$10,000 – Tan Siu Lin Foundation – founding donors for the UOG Regional Sports Scholarship which will be a new way to recruit student athletes. UOG Endowment Foundation has also committed to support providing scholarship funding for this scholarship. Special thanks to Dean Lawrence Camacho and Mark Mendiola for procuring this, as well.
  - \$10,000 – from anonymous donors to benefit the More Like Jimmy Scholarship

### 3.0 CHAIRPERSON'S REMARKS

# 4.0 PRESIDENT'S REPORT

5.0 REPORTS FROM STANDING COMMITTEES

## 5.1 STUDENT AFFAIRS, SCHOLARSHIP, ALUMNI RELATIONS, AND HONORARY DEGREE (SASARHD) COMMITTEE

### 5.1.1 Committee Update



UNIVERSITY OF GUAM  
UNIBETSEDÁT GUÅHAN  
Board of Regents

Resolution No. 22-35

**RELATIVE TO APPROVING THE PROPOSED CHANGES TO THE STUDENT  
GOVERNMENT ASSOCIATION CONSTITUTION AND BYLAWS TO ADD A PUBLIC  
RELATIONS OFFICER**

**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 Western Pacific region;

**WHEREAS**, in accordance with Title 17 Guam Code Annotated, Section 16104, the government and control of UOG is vested in the Board of Regents (BOR) of UOG;

**WHEREAS**, the 61<sup>st</sup> Student Government Association (SGA) held its First Special Session on September 2, 2022 and approved SGA Resolution 61-01 to add a Public Relations Officer (PRO) to keep permanent records of all the student government activities; promote SGA meetings, elections, programs, events, and activities; maintain SGA social media outlets and e-mail; and serve as chairperson for the Public Relations Committee;

**WHEREAS**, the 61<sup>st</sup> SGA believes that this new position will influence their success in earning a better gauge of their student engagement, and reach out to the public in a more efficient and effective way that will give students a better platform to voice their concerns and/or increase student life on campus;

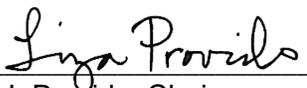
**WHEREAS**, the changes from SGA Resolution 61-01 will be incorporated into the SGA Constitution and Bylaws and that these updated documents and BOR resolution will update and supersede BOR Resolutions 18-03 (dated Feb 22, 2018) and 20-33 (dated Nov 24, 2020); and

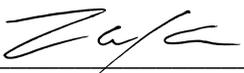
**WHEREAS**, the BOR Student Affairs, Scholarships, Alumni Relations and Honorary Degree Committee has reviewed the changes from the SGA Resolution for the SGA Constitution and Bylaws, and recommend all changes to the BOR for approval.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby approves the changes to the SGA Constitution and Bylaws as outlined in SGA Resolution 61-01.

Adopted this 17<sup>th</sup> day of November 2022.

**ATTESTED:**

  
\_\_\_\_\_  
Liza J. Provido, Chairperson

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary



DATE: September 07, 2022

TO: Ms. Liza J. Provido, Board of Regent Chairperson  
 Dr. Thomas Krise, UOG President  
 Dr. Anita B. Enriquez, UOG SVPP, Academic and Student Affairs *Lawrence F. Camacho*

VIA: Dr. Lawrence F. Camacho, Dean of Enrollment Management and Student Success  
 Mr. David Okada, Interim Chief Officer *David S. Okada*  
 Mr. Evander De Guzman, Student Life Office *Evander De Guzman*

FROM: 61<sup>st</sup> Student Government Association  
 Kyona Rivera, President *Kyona Rivera*  
 Xiantei Limtuatco, Secretary *Xiantei Limtuatco*  
 Dr. James Ji, Advisor *James Ji*

SUBJECT: Amendment of SGA Constitution to include a Public Relations Officer

The 61<sup>st</sup> Student Government Association (SGA) would like to amend our Constitution and By-Laws to include a Public Relations Officer (PRO) position in the executive council.

The constitution will hereby amend article II, section 1 from “The elected officials of the SGA Council shall be eleven (11) Senators, one (1) Treasurer, one (1) Secretary, one (1) Vice President, and one (1) President.” to “The elected officials of the SGA Council shall be eleven (11) Senators, one (1) Public Relations Officer (PRO), one (1) Treasurer, one (1) Secretary, one (1) Vice President, and one (1) President.”

The constitution will hereby amend article II, section 3 from “The election of SGA officials: President, Vice President, Secretary, Treasurer and eleven (11) Senators shall be in accordance with the following:” to “The election of SGA officials: President, Vice President, Secretary, Treasurer, Public Relations Officer, and eleven (11) Senators shall be in accordance with the following:”

The by-laws will hereby establish article VIII, section 2, to amend “The Vice President will serve as the Chairperson for the Public Relations Committee.” to “The Public Relations Officer will serve as the Chairperson for the Public Relations Committee.”

The roles and responsibilities of a PRO is to keep permanent records of all the Student Government activities; promote SGA meetings, elections, programs, events and activities; to maintain SGA social media outlets and e-mail. Implementing this position in SGA would



influence our success in earning a better gauge of our student engagement. We believe that the PRO position would help our association reach out to the public in a more efficient and effective way that will give students a better platform to voice their concerns and/or increase student life on campus.

To move forward with this request, the council held a session and presented Resolution 61-01 on September 02, 2022. The council received more than two-thirds of agreement to this amendment. (Please view voting sheet attached).

Very Respectfully,

  
\_\_\_\_\_  
**Kyona Rivera**  
**President**

  
\_\_\_\_\_  
**Xiantei Limtuatco**  
**Secretary**

  
\_\_\_\_\_  
**Dr. James Ji**  
**Advisor**



**Resolution No. 61-01**

**Introduced by:**

President Kyona Rivera	Vice President Christian Ramos
Secretary Xiantei Limtuatco	<b>Treasurer Austin Fortuno</b>
Senator Thelma Rogers	Senator Bethany Betito
Senator Jacquelyn Cabusi	Senator Izza Ebaló
Senator Christianna Ebio	Senator Claire Marzan
Senator Thuy Nguyen	Senator Hanna Ocampo
Senator Sheldon Orhaitil Jr.	Senator Edrico Reyes
Senator Cazeline Serrano	Senator Jaime Untalan

**RELATIVE TO RECOGNIZING THE NEW UNIVERSITY OF GUAM STUDENT GOVERNMENT ASSOCIATION PUBLIC RELATIONS OFFICER POSITION BY AMENDING THE CONSTITUTION AND BYLAWS.**

***BE IT HEREBY ENACTED BY THE SIXTY-FIRST STUDENT GOVERNMENT ASSOCIATION IN COUNCIL ASSEMBLED***

**WHEREAS**, the constitution will hereby amend article II, section 1 from “The elected officials of the SGA Council shall be eleven (11) Senators, one (1) Treasurer, one (1) Secretary, one (1) Vice President, and one (1) President.” to “The elected officials of the SGA Council shall be eleven (11) Senators, one (1) Public Relations Officer (PRO), one (1) Treasurer, one (1) Secretary, one (1) Vice President, and one (1) President.”

**WHEREAS**, the constitution will hereby amend article II, section 3 from “The election of SGA officials: President, Vice President, Secretary, Treasurer and eleven (11) Senators shall be in accordance with the following:” to “The election of SGA officials: President, Vice President, Secretary, Treasurer, Public Relations Officer, and eleven (11) Senators shall be in accordance with the following:”

**WHEREAS**, the by-laws will hereby establish article VIII, section 2, to amend “The Vice President will serve as the Chairperson for the Public Relations Committee.” to “The Public Relations Officer will serve as the Chairperson for the Public Relations Committee.”

**WHEREAS**, the constitution will hereby establish article 2, Elected Officials, to include: “The roles and responsibilities of a PRO is to keep permanent records of all the Student Government activities; promote SGA meetings, programs, events and activities; to maintain SGA social media outlets and e-mail. Implementing this position in SGA would influence our success in earning a better gauge of our student engagement.”

**WHEREAS**, the purpose of the UOG SGA Public Relations Officer to help our association reach out to the public in a more efficient and effective way that will give students a better platform to voice their concerns and/or increase student life on campus; and

**THEREFORE, BE IT RESOLVED**, that the Sixty-First Student Government Association, the entire Student Body, faculty, and staff, recognize the addition of UOG SGA Public Relations Officer position for the amendments of the constitution and bylaws; and be it further

**RESOLVED**, that the 61<sup>st</sup> Student Government Association of the University of Guam President Kyona Rivera and Secretary Xiantei Limtuatco attest to the immediate adoption and application hereof, and that copies of the same be thereafter transmitted to the Board of Regents.

**DULY AND REGULARLY ADOPTED BY THE 61<sup>st</sup> STUDENT GOVERNMENT ASSOCIATION ON THE 2<sup>ND</sup> DAY OF SEPTEMBER 2022.**

303 University Drive, UOG Station, Mangilao GU 96923 Tel. (671) 735-2222 E-mail.  
uog.sga@triton.uog.edu

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**UNIVERSITY OF GUAM**  
UNIBETSEDÁT GUAHAN



61<sup>st</sup> Student Government Association  
*Enrollment Management and Student Success*

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Attested:

  
\_\_\_\_\_  
Kyong Rivera  
President

  
\_\_\_\_\_  
Xiantei Limtuatco  
Secretary

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61<sup>st</sup> Student Government Association  
Enrollment Management and Student Success

**VOTING SHEET**

Date: Friday, September 02, 2022

1<sup>st</sup> Special Session

**Resolution 61-01**

Action: PASS / FAIL

	Yay	Nay	Abstention
President <b>Kyona Rivera</b>			<i>K.A.J.</i>
Vice President <b>Christian Gyles Ramos</b>			<i>K.A.J.</i>
Secretary <b>Xiantei Limtuatco</b>	<i>Xiantei Limtuatco</i>		
Treasurer <b>Austin Fortuno</b>			<i>K.A.J.</i>
Senator <b>Bethany Betito</b>	<i>Bethany Betito</i>		
Senator <b>Jacquelyn Cabusi</b>			
Senator <b>Izza Ebaló</b>	<i>Izza Ebaló</i>		
Senator <b>Christianna Ebio</b>	<i>Christianna Ebio</i>		
Senator <b>Claire Marzan</b>	<i>Claire Marzan</i>		
Senator <b>Thuy Nguyen</b>	<i>Thuy Nguyen</i>		
Senator <b>Hanna Ocampo</b>	<i>Hanna Ocampo</i>		
Senator <b>Sheldon Orhailil</b>	<i>Sheldon Orhailil</i>		
Senator <b>Edrico Reyes</b>	<i>Edrico Reyes</i>		
Senator <b>Cazeline Serrano</b>	<i>Cazeline Serrano</i>		
Senator <b>Jaime Untalan</b>	<i>Jaime Untalan</i>		
TOTAL:	12	15	15

Advisor:

*[Signature]*  
Dr. James Ji  
Advisor

Attested:

*[Signature]*  
Xiantei Limtuatco  
Secretary

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**1<sup>st</sup> Special Session Minutes**

**Friday, September 02, 2022**

**5:00 PM – Online Session**

**I. CALL TO ORDER** by Vice President Ramos at 5:03PM.

**II. ROLL CALL**

i. The following members were present for 1<sup>st</sup> Roll Call:

1. *Vice President Christian Gyles Ramos*
2. *Secretary Xiantei Limtuatco*
3. *Treasurer Austin Fortuno*
4. *Senator Bethany Betito*
5. *Senator Jacquelyn Cabusi*
6. *Senator Izza Ebaló*
7. *Senator Christianna Ebio*
8. *Senator Claire Marzan*
9. *Senator Thuy Nguyen*
10. *Senator Hanna Ocampo*
11. *Senator Sheldon Orhaitil Jr.*
12. *Senator Edrico Reyes*
13. *Senator Cazeline Serrano*
14. *Senator Jaime Untalan*

With 14 out of 15 members, present, we have quorum.

- a. Also, in attendance was Dr. James Ji as SGA Advisor.
- b. Vice President Ramos makes the first motion to excuse President Rivera from session. Senator Serrano seconds the motion. ***No objections. The motion passes unanimously. With majority vote, President Rivera is excused from session.***

**III. READING OF MINUTES**

- a. Senator Orhaitil makes the first motion to approve last session's minutes from August 26, 2022; Senator Marzan seconds the motion. ***No objections. The motion passes unanimously.***
- b. ***Last session's meeting minutes from August 26, 2022, are approved.***

**IV. PRESIDENT'S REPORT**

- a. Vice President Ramos reports on behalf of President Rivera and Vice President Ramos states President Rivera would like to thank everyone for joining in with the last-minute announcement. We will soon be announcing the sign up to student orgs to be a booth at the Night at the Museum event on September 22. So, Vice President Ramos reminds them to please mark their calendars and save the date!

**V. TREASURER'S REPORT**



- a. Treasurer Fortuno reports that the current balance for SGA is \$7,129.88.

**VI. ADVISOR'S REPORT**

- a. Secretary Limtuatco makes the first motion to table Advisor's Report. Senator Serrano seconds the motion. ***No objections. The motion passes unanimously. With majority vote, advisor's report is tabled.***

**VII. REPORT OF STANDING COMMITTEES**

- a. Academic Affairs
- b. Diversity, Equity, and Inclusion
- c. Finance
- d. Oversight and Review
- e. Public Relations
  - a. Secretary Limtuatco makes the first motion to table Report of Standing Committees. Senator Serrano seconds the motion. ***No objections. The motion passes unanimously. With majority vote, report of standing committees is tabled.***

**VIII. REPORT OF SPECIAL COMMITTEES**

- a. IT
- b. Secretary Limtuatco makes the first motion to table Report of Special Committees. Senator Serrano seconds the motion. ***No objections. The motion passes unanimously. With majority vote, report of special committees is tabled.***

**IX. STUDENT REGENT'S REPORT**

- a. No report at this time.

**X. GUAM YOUTH CONGRESS REPORT**

- a. No report at this time.

**XI. DEAN'S REPORT**

- a. No report at this time.

**XII. STUDENT LIFE OFFICE REPORT**

- a. No report at this time

**XIII. UNFINISHED BUSINESS**

- a. Bill 61-01: SGA and EC Stipends \$20,000.00
- b. Bill 61-02: Uniforms, Lapel Pins, and Sashes \$2,500.00
- c. Bill 61-03: Fall 2022 SO Points System \$3,200.00
  - i. No bills need to be closed at this moment.



**XIV. NEW BUSINESS**

- a. Bill 61-04: Night at the Museum \$6,000.00
- i. Senator Ocampo makes the first motion to introduce Bill 61-04: Night at the Museum. Senator Orhaitil seconds the motion. **No objections. The motion passes unanimously.**
  - ii. Secretary Limtuatco makes the first motion to place Bill 61-04 into voting file. Senator Betito seconds the motion. **No objections. The motion passes unanimously.**
  - iii. **With majority vote, Bill 61-04 passes.**
- b. Resolution 61-01: Constitution and Bylaws Amendments
- i. Treasurer Fortuno makes the first motion to introduce Resolution 61-01: Constitution and Bylaws Amendments. Senator Ocampo seconds the motion. **No objections. The motion passes unanimously.**
  - ii. Senator Nguyen makes the first motion to amend line 33 and remove the word "elections." Senator Serrano seconds the motion. **No objections. The motion passes unanimously.**
  - iii. Senator Eballo makes the first motion to place Resolution 61-01 into voting file. Senator Untalan seconds the motion. **No objections. The motion passes unanimously.**
  - iv. **With majority vote, Resolution 61-01 passes.**

**XV. OPEN FLOOR**

- a. A student organization member wishes everyone a Happy Labor Day.
- b. President of Entrepreneur Society Jeresa Camacho updates on when their first general meeting is.
- c. A representative from the American Marketing Association states the date of their first general meeting.
- d. Treasurer Fortuno reminds everyone to attend the SLO Treasurer Orientation.

**XVI. ANNOUNCEMENTS**

- a. Vice President Ramos state that we have yet to finalize the date for next session. In addition, he tells everyone to make sure to look out for the "Night at the Museum" event on September 22 from 5:30 PM to 9:00 PM and also look at our Instagram page and Link Tree link for any updates.

**XVII. SECOND ROLL CALL**

- i. The following members were present for 2nd Roll Call:
  1. *Vice President Christian Gyles Ramos*
  2. *Secretary Xiantei Limtuatco*
  3. *Treasurer Austin Fortuno*
  4. *Senator Bethany Betito*



5. *Senator Jacquelyn Cabusi*
6. ~~Senator~~ *Isza Ebaio*
7. *Senator Christianna Ebio*
8. *Senator Claire Marzan*
9. *Senator Thuy Nguyen*
10. *Senator Hanna Ocampo*
11. *Senator Sheldon Orhaitil Jr.*
12. *Senator Edrico Reyes*
13. *Senator Cazeline Serrano*
14. *Senator Jaime Untalan*

With 14 out of 15 members, present, we have quorum.

- a. Also, in attendance was Dr. Ji as SGA Advisor.

**XVIII. ADJOURNMENT**

- a. Vice President Ramos makes the first motion to adjourn the 1<sup>st</sup> Special Session. Senator Ocampo seconds the motion. ***No objections. The motion passes unanimously.***
- b. Vice President Ramos adjourns the session on September 2<sup>nd</sup>, 2022, at 5:23M.



UNIVERSITY OF GUAM  
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61<sup>st</sup> Student Government Association  
Enrollment Management and Student Success

**ATTENDANCE SHEET**

Date: Friday, September 02, 2022

1<sup>st</sup> Special Session

Quorum Achieved: (Yes) No

	1 <sup>st</sup> Roll Call	2 <sup>nd</sup> Roll Call	Absent
President <b>Kyona Rivera</b>			X a f
Vice President <b>Christian Gyles Ramos</b>	<i>CR</i>	<i>CR</i>	
Secretary <b>Xiantei Limtuatco</b>	<i>Xiantei Limtuatco</i>	<i>Xiantei Limtuatco</i>	
Treasurer <b>Austin Fortuno</b>	<i>Austin Fortuno</i>	<i>Austin Fortuno</i>	
Senator <b>Bethany Betito</b>	<i>Bethany Betito</i>	<i>Bethany Betito</i>	
Senator <b>Jacquelyn Cabusi</b>			
Senator <b>Izza Ebalo</b>	<i>Izza Ebalo</i>	<i>Izza Ebalo</i>	
Senator <b>Christianna Ebio</b>	<i>Christianna Ebio</i>	<i>Christianna Ebio</i>	
Senator <b>Claire Marzan</b>			
Senator <b>Thuy Nguyen</b>	<i>Thuy Nguyen</i>	<i>Thuy Nguyen</i>	
Senator <b>Hanna Ocampo</b>	<i>Hanna Ocampo</i>	<i>Hanna Ocampo</i>	
Senator <b>Sheldon Orhaitil</b>	<i>Sheldon Orhaitil</i>	<i>Sheldon Orhaitil</i>	
Senator <b>Edrico Reyes</b>	<i>Edrico J.C. Reyes</i>	<i>Edrico J.C. Reyes</i>	
Senator <b>Cazeline Serrano</b>	<i>Cazeline Serrano</i>	<i>Cazeline Serrano</i>	
Senator <b>Jaime Untalan</b>	<i>Jaime Untalan</i>	<i>Jaime Untalan</i>	
TOTAL:	14 15	14 15	

Advisor:

**Dr. James Ji**  
Advisor

Attested:

**Xiantei Limtuatco**  
Secretary

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UNIVERSITY OF GUAM  
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Board of Regents

Resolution No. 22-36

RELATIVE TO APPROVING THE FANUCHÅNAN 2022 COMMENCEMENT  
GRADUATE LISTING

**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 Western Pacific region;

**WHEREAS**, the Registrar is responsible to certify completion of courses for degree requirement;

**WHEREAS**, according to policy, degree requirements mean all courses and credits needed to graduate, including general education requirements, college requirements, university-wide requirements, and major course requirements;

**WHEREAS**, according to policy, students must apply early in the semester prior to the semester in which the student plans to complete their degree requirements;

**WHEREAS**, if a student fails to file this request for graduation, the actual awarding of the diploma may be delayed;

**WHEREAS**, if the student fails to complete degree requirements after having filed the necessary application, the student must then submit a new application and pay the graduate reapplication fee; and

**WHEREAS**, the Student Affairs, Scholarships, Alumni Relations and Honorary Degree Committee at its November 9, 2022 meeting has reviewed and recommends the Fanuchånan 2022 Commencement Graduate Listing to the BOR for approval.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Regents (BOR) hereby approves all students who have submitted an application for completion, whose names are on the attached list or subsequent revised list and have been certified to have met all degree requirements shall have conferred upon them a diploma signed by the Dean/Executive Director, the Senior Vice President and Provost for Academic and Student Affairs, the President and the Chairperson of the BOR at Commencement on December 18, 2022.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provido, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

**University of Guam**  
**Admissions and Records Office**  
**Graduation Data**

**Graduates for FALL 2022 as of 10/11/2022**

COLLEGE/ SCHOOL	Undergraduate		Variance	Graduate		Variance	Total		Variance
	21/FA	22/FA		21/FA	22/FA		21/FA	22/FA	
<b>CLASS</b>	26	35	34.6%	4	1	-75.0%	30	36	20.0%
<b>CNAS</b>	21	25	19.0%	6	7	16.7%	27	32	18.5%
<b>SBPA</b>	77	69	-10.4%	18	9	-50.0%	95	78	-17.9%
<b>SOE</b>	28	15	-46.4%	37	32	-13.5%	65	47	-27.7%
<b>SENG</b>	12	7	-41.7%	-	-	-	12	7	-41.7%
<b>SNHS</b>	12	10	-16.7%	-	-	-	12	10	-16.7%
<b>TOTAL</b>	176	161	-8.5%	65	49	-24.6%	241	210	-12.9%

**Masters Degree Comparison**

	MASTERS	FALL	FALL	FALL	FALL	FALL	FALL		SPRING	SPRING	SPRING	SPRING	SPRING	SPRING
		17	18	19	20	21	22		17	18	19	20	21	22
<b>CLASS</b>	Art	0	1	0	0	0	0		0	0	1	0	0	0
	English	0	3	1	2	2	1		2	2	2	2	3	1
	Micronesian Studies	0	0	0	3	0	0		2	0	1	1	0	0
	Clinical Psychology	0	4	0	2	2	0		1	4	1	2	1	3
<b>CNAS</b>	Biology	6	3	6	5	3	2		2	1	3	1	1	3
	Environmental Science	0	1	3	0	3	2		3	0	2	5	0	0
	Sustainable Agriculture, Food and Natural Resources			1	0	0	3				1	2	0	2
<b>SBPA</b>	Public Administration	14	5	23	13	18	9		26	12	21	21	15	8
	PMBA-Business Admin	16	6	10	13	0	0		0	0	0	0	0	11
<b>SOE</b>	Counseling	11	5	9	13	11	1		5	4	14	3	7	8
	MAT Secondary Teaching	1	0	0	1	8	7		4	11	8	12	12	16
	MED - specialization													
	Administration & Supervision	1	2	0	2	0	1		2	7	1	4	1	1
	Reading	14	16	21	24	17	19		14	0	0	1	0	0
	Secondary Education	0	0	0	0	0	4		1	3	5	12	4	0
	Special Education	0	9	0	5	0	0		1	0	0	0	3	9
	TESOL	1	3	3	4	1	0		0	2	0	1	3	2
<b>TOTAL</b>		64	58	77	85	65	49		63	46	60	67	50	64

**Grad numbers**

Spring	GR	Prev Var.	UG	Prev Var.	Total	Prev Var.
2022	64	28.0%	269	-19.2%	333	-13.1%
2021	50	-25.4%	333	13.7%	383	6.4%
2020	67	11.7%	293	-7.0%	360	-4.0%
2019	60	30.4%	315	15.4%	375	17.6%
2018	46	-27.0%	273	4.2%	319	-1.8%
2017	63	57.5%	262	-6.1%	325	1.9%
2016	40	-31.0%	279	2.2%	319	-3.6%
2015	58	26.1%	273	11.4%	331	13.7%
2014	46	-38.7%	245	10.9%	291	-1.7%
2013	75	N/A	221	N/A	296	N/A
Fall	GR	Prev Var.	UG	Prev Var.	Total	Prev Var.
2022	N/A		N/A		N/A	
2021	65	-23.5%	176	9.3%	241	-2.0%
2020	85	10.4%	161	-8.5%	246	-2.8%
2019	77	32.8%	176	-11.6%	253	-1.6%
2018	58	-9.4%	199	-7.9%	257	-8.2%
2017	64	10.3%	216	13.7%	280	12.9%
2016	58	-19.4%	190	0.0%	248	-5.3%
2015	72	35.8%	190	3.3%	262	10.5%
2014	53	-15.9%	184	8.9%	237	2.2%
2013	63	N/A	169	N/A	232	N/A

**Candidates for Degree in Course**

**COLLEGE OF LIBERAL ARTS AND SOCIAL SCIENCES**

**Dr. James D. Sellmann, Dean**

**Bachelor of Arts (B.A.)**

Baylee Genevieve Bales-Woods  
Anthropology  
Yigo

Ealani Naryne Alvarez Lobaton  
Anthropology  
Santa Rita

Tyler James Warwick  
Anthropology  
Saipan

Rosalita Santos Hosono  
CHamoru Studies: CHamoru  
Studies Track  
Saipan

Jennie Pinaula Magofna  
CHamoru Studies: CHamoru  
Studies Track  
Saipan

Therese Calvo Reyes Manalang  
CHamoru Studies: CHamoru  
Studies Track  
Rota

Velma Mae Shai Reyes  
CHamoru Studies: CHamoru  
Studies Track  
Tinian

Janerlinse Borja Seman Saimon  
CHamoru Studies: CHamoru  
Studies Track  
Saipan

Trisha Adela Richards Taitano  
CHamoru Studies: CHamoru  
Studies Track  
Saipan

Joann Mendiola Torres  
CHamoru Studies: CHamoru  
Studies Track  
Saipan

Dominique G. Dela Cruz  
Communication: Mass Media and  
Journalism Track  
Yigo

Rosemillen A. Facelo  
Communication: Mass Media and  
Journalism and Communication  
Studies and Public Relations  
Tracks  
Dededo

Kin Artero Guerrero  
Communication and Media:  
Digital Cinema, Media and  
Journalism Track  
Mangilao

Jonah Donovan Hermosilla  
Communication: Mass Media and  
Journalism Track and Philosophy  
Tamuning

Jacques Mari Alfonso Masangkay  
Communication: Mass Media and  
Journalism Track  
Tamuning

Skyler Von Guerrero Obispo  
Communication and Media:  
Digital Cinema, Media and  
Journalism Track  
Dededo

Eliria Jaleh Sabeti  
Communication: Communication  
Studies and Public Relations  
Track  
Dededo

Mia Kathleen Gutierrez Alvarez  
English: Literature Emphasis  
Sinajana

Michael Lujan Castro  
English: Literature Emphasis  
Yigo

Jason Galiza  
English: Literature Emphasis  
Mangilao

Matsuki Hirayama  
English: English for Education  
Emphasis  
Dededo

Cyndee Valencia Leong  
English: English for Education  
Emphasis  
Dededo

Reid Gregory Cura Ramos  
English: Literature Emphasis  
Dededo

Abcde Aubrey Ann Tamondong  
Tapia  
English: English for Education  
Emphasis  
Dededo

Rioanne Cabana Simeon  
Fine Arts: Art Track  
Mangilao

Tristan Xavier Valenzuela  
Quintanilla  
Political Science and Pacific-Asian  
Studies: CHamoru Studies Track  
Agat

## **Candidates for Degree in Course**

Jude James Concepcion Tenorio  
Political Science: Political Science  
Track  
Barrigada

Kiana Joy P. Yabut  
Political Science: Political Science  
Track with a double major in  
Public Administration  
Dededo

Victoria Marie R. Ananich  
Psychology  
Dededo

Flora Ann Naputi Asanoma  
Psychology and Sociology:  
Gender and Family and Social  
Problems Studies Concentrations  
Talofofo

Mary Carell Figueroa Baladad  
Psychology  
Dededo

Megan Gogue  
Psychology  
Mangilao

Rayah Julian  
Psychology  
Barrigada

Justin Allen Lawson  
Psychology  
Mangilao

Angelica Lizada Racelis  
Sociology: Social Problems  
Studies Concentration  
Mangilao

# **COLLEGE OF NATURAL AND APPLIED SCIENCES**

**Dr. Lee S. Yudin, Dean**

## **Bachelor of Science (B.S.)**

Eugene Darren D. Bondoc  
Agriculture and Life Sciences:  
Human Nutrition and Food  
Sciences Track  
Yigo

Thomas Anthony Camacho II  
Agriculture and Life Sciences:  
Tropical Agriculture Production  
Track  
Sinajana

Brian Valencia Capindo  
Agriculture and Life Sciences:  
Human Nutrition and Food  
Sciences Track  
Yigo

Gabrielle Arianne Ooka Damian  
Agriculture and Life Sciences:  
Human Nutrition and Food  
Sciences Track  
Agat

Elvira T. Gisog  
Agriculture and Life Sciences:  
Tropical Agriculture Production  
Track  
Yigo

Laura Lilian Layan  
Agriculture and Life Sciences:  
Tropical Agriculture Production  
Track  
Mongmong-Toto-Maite

Jake W. Manuel  
Agriculture and Life Sciences:  
Tropical Agriculture Production  
Track  
Mangilao

Lorisa Arano Pisaro  
Agriculture and Life Sciences:  
Human Nutrition and Food  
Sciences Track  
Mangilao

Michael Anthony Reyes Dacanay  
Biology: Applied Biology Track  
Dededo

Adrienne Valencia Edrosa  
Biology: Applied Biology Track  
Dededo

Ian Jacob Sacro Entilla  
Biology: Applied Biology Track  
Dededo

Clark Kent Hoshino  
Biology: Applied Biology Track  
Barrigada Heights

Onglibl Diana Rae Lakobong  
Biology: Applied Biology Track  
Palau

Nicole Rae P. Mejia  
Biology: Bio-Medical Track  
Yigo

## **Candidates for Degree in Course**

Tarah H.C. Pablo  
Biology: Applied Biology Track  
Sinajana

Elvin Rodriguez Quitugua  
Computer Information Systems  
Maite

Michael Mingi Merfalen  
Computer Science  
Talofofo

Rachel Pajaro Prado  
Biology  
Mangilao

Preston Ray Boynton  
Computer Science  
Dededo

Johnny Khaing Parke  
Computer Science with a triple  
major in Mathematics and  
Philosophy  
Santa Rita

Harold C. Canlas  
Computer Information Systems  
Yigo

Gabriel R. Del Rosario  
Computer Science  
Dededo

Nathan Jorge Baza  
Mathematics  
Sinajana

Christian Jay Ogo Mendiola  
Computer Information Systems  
Chalan Pago

Ronald R. Del Rosario  
Computer Science  
Dededo

## **SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION** **Dr. Fred R. Schumann, Dean**

### **Bachelor of Business Administration in Accounting (B.B.A.A.)**

Ezekiel Kristen Reganit Alfred  
Accounting  
Dededo

Aili Hannah Cruz  
Accounting  
Dededo

Louis Angelo Su Randall  
Accounting  
Yigo

Balamugunth Balaji  
Accounting  
Dededo

Coleen Triana Joseph Duenas  
Accounting  
Mangilao

Tiera Nikole B. Santos  
Accounting  
Mangilao

Shannaleen Braiel  
Accounting  
Mangilao

Danielle S. Lee  
Accounting  
Barrigada

Paulo Briones Sorio  
Accounting  
Yigo

April Gayle Kristelle Rebusquillo  
Catagatan  
Accounting  
Mangilao

Nicole Homicillada Marin  
Accounting  
Agana Heights

## Candidates for Degree in Course

### *Bachelor of Business Administration (B.B.A.)*

Jonsie Beth James Benavente  
Business Administration  
Mangilao

Jayda Patrice Cruz Camacho  
Business Administration  
Chalan Pago

Collin-Ray D. Cruz  
Business Administration  
Mangilao

Kiara Marie Louise Guanlao Dino  
Business Administration  
Mangilao

Brandon M. Duenas  
Business Administration  
Dededo

Gilbert M. Eclevia  
Business Administration  
Yigo

Alesandra Satcha Franchesca  
Yangco Haas  
Business Administration  
Tiyon

Joshua David Hauge  
Business Administration  
Tamuning

Elizabeth Diane Borja Inos  
Business Administration  
Mangilao

Brandon A. Kinsella  
Business Administration  
Mangilao

Andrea Lynn Wilhite Laguana  
Business Administration  
Maina

Kyla Meneses Mangalindan  
Business Administration  
Tamuning

Jaeslene Elisa Chaco Manibusan  
Business Administration  
Layang, Barrigada

Daphnie Norvy Panotes Matias  
Business Administration  
Dededo

Hannah Andrea C. Mendiola  
Business Administration  
Mangilao

Anthony T. Ngirarois  
Business Administration  
Palau

Jammie Anne D. Pamintuan  
Business Administration  
Agana Heights

Clarisse Pajaro Prado  
Business Administration  
Mangilao

Cassandra Lourdes C. Prather  
Business Administration  
Yigo

Avianna Grace Quinata San  
Nicolas  
Business Administration  
Inarajan

Kathlyn Joy N. Segovia  
Business Administration  
Dededo

Joseph R. Shinohara II  
Business Administration  
Mangilao

Michelle Voacolo  
Business Administration  
Piti

Inastorisa Weia  
Business Administration  
Mangilao

Justin Jarret L. Igros  
Entrepreneurship Concentration  
Dededo

Migson Kaborag  
Entrepreneurship Concentration  
Dededo

Ushania Sivalingam  
Entrepreneurship Concentration  
Yoña

Hannah Ashley San Nicolas Calvo  
Finance and Economics  
Concentration  
Talofofo

Kristopher Flores Conlu  
Finance and Economics  
Concentration  
Yigo

Jedehiah Ethan Danieli  
Finance and Economics  
Concentration  
Dededo

Jonathan Francis Gombar  
Finance and Economics  
Concentration  
Mangilao

Aprilyn Ggoroy Thigthen  
Finance and Economics  
Concentration  
Mangilao

Lutz Dela Cruz Cabarlo  
Human Resources Management  
Concentration  
Dededo

Jogie Limbaga Nicolas  
Human Resources Management  
Concentration  
Yigo

## **Candidates for Degree in Course**

Marlene Marie Pangelinan Perez  
Human Resources Management  
Concentration  
Mangilao

Hwanseok Choi  
International Tourism and  
Hospitality Management  
Concentration  
Tamuning

Stephen Chong  
International Tourism and  
Hospitality Management  
Concentration  
Tumon

Matthew Taylor Schrage  
International Tourism and  
Hospitality Management  
Concentration  
Dededo

## **Bachelor of Science (B.S.)**

Markenney Alfons  
Criminal Justice  
Mangilao

Victoria Ji-yoon Bang  
Criminal Justice  
Mongmong

John Louie James Benavente  
Criminal Justice  
Mangilao

Roquel Cruz Cendaña  
Criminal Justice  
Dededo

Jalene Alana Dydasco Flores  
Criminal Justice and Public  
Administration  
Agana Heights

Alexander Gonzalez  
Criminal Justice  
Dededo

Darla U. Iechad  
Criminal Justice  
Upper Tumon

Jeric Thomas Lucuab Johnson  
Criminal Justice  
Agana Heights

Asansha Mae Roby  
Criminal Justice  
Mangilao

Voltaire Saril Salvador  
Criminal Justice  
Pagat, Mangilao

Devin Kain Baker San Agustin  
Criminal Justice  
Dededo

Larry Jaimes G. Saralu  
Criminal Justice  
Yigo

Tiffany Juliah C. Concepcion  
Public Administration  
Tamuning

Dean Christian Diras  
Public Administration and Criminal  
Justice  
Santa Rita

Loquel Manglona Hocog  
Public Administration  
Chalan Pago

Vickay G. Kogol  
Public Administration  
Yap, FSM

Ginanna B.A. Mendiola  
Public Administration  
Mangilao

Dong Rocabila Quizon Jr.  
Public Administration  
Dededo

Raymond Ada Setik III  
Public Administration  
Dededo

Karet Johnson Silander  
Public Administration  
Mangilao

**Candidates for Degree in Course**

**SCHOOL OF ENGINEERING**

**Dr. Lee S. Yudin, Acting Dean**

**Bachelor of Science (B.S.)**

Alyssa Jean Bersamin  
Civil Engineering  
Barrigada

Christian Jaleco  
Civil Engineering  
Yigo

Viliame Qiolele Vuetibau  
Civil Engineering  
Asan

Jackpem Chen  
Civil Engineering  
Mangilao

Venancio Park Quiel  
Civil Engineering  
Barrigada

Kristofer Lee G. Cruz  
Civil Engineering  
Yigo

John Gabriel B. Sacayan  
Civil Engineering  
Dededo

**SCHOOL OF EDUCATION**

**Dr. Alicia Cruz Aguon, Dean**

**Bachelor of Arts in Education (B.A.E.)**

Cherissa Christina Ollet Adonay  
Elementary Education  
Barrigada

Carl Paulo S. Nucum  
Elementary Education  
Yigo

Roybert Simeon Bautista  
Secondary Education and Fine  
Arts: Art Track  
Yigo

Rheann Juanita Cruz Blas  
Elementary Education  
Ipan, Talofofu

Tina Marie Ignacio Paul  
Elementary Education  
Santa Rita

Mica Elamparo Ebbat  
Secondary Education: Fine Arts:  
Art Track  
Yigo

Nadya Marie Leon Guerrero  
Dupree  
Elementary Education  
Dededo

Mary Jane M. Pepito  
Elementary Education  
Barrigada

Michael Anthony Quichocho  
Topasña  
Secondary Education:  
Mathematics  
Hagatna

Christopher Richard Grande Kaai  
Elementary Education  
Tamuning

Aliana Fernandez Rocas  
Elementary Education  
Dededo

Asia Jose Meno  
Elementary Education  
Mongmong-Toto-Maite

Shaina Rivera Santiago  
Elementary Education  
Agat

Cyrille Verango Moises  
Elementary Education  
Mangilao

Zharmaine Ivy Santos  
Elementary Education  
Dededo

**Candidates for Degree in Course**

**SCHOOL OF HEALTH**  
**Dr. Margaret Hattori-Uchima, Dean**

**Bachelor of Science (B.S.)**

Paul A. T. Camacho  
Health Science: Public Health  
Concentration  
Yigo

Ariya Victoria Cruz  
Health Science: Exercise Science  
and Health Promotion  
Concentration  
Dededo

Valerie K. Sana  
Health Science: Exercise Science  
and Health Promotion  
Concentration  
Yigo

Aaron Joshua Carlos Castro  
Health Science: Exercise Science  
and Health Promotion  
Concentration  
Yigo

Joseph Nicky Infante Liwanag  
Health Science: Public Health  
Concentration  
Dededo

Quinn Reyes Santos  
Health Science: Exercise Science  
and Health Promotion  
Concentration  
Mangilao

**Bachelor of Science in Nursing (B.S.N.)**

**Bachelor of Social Work (B.S.W.)**

Antonio Aquiningoc Diaz  
Social Work  
Chalan Pago

Micaiah Lynn Penafiel  
Social Work  
Mangilao

Caresis Kirisos Victus  
Social Work  
Mangilao

Dason Ifamlik  
Social Work  
Harmon

Candidates for Degree in Course

**GRADUATE STUDIES**  
**Sharleen Santos-Bamba, Vice Provost,**  
**Academic Excellence, Graduate Studies, Online Learning**

***GRADUATE PROGRAMS IN THE  
COLLEGE OF LIBERAL ARTS AND SOCIAL SCIENCES***

***Master of Arts in English (M.A.)***

Albert John Perez Jr.  
English: Literature Track  
Yona  
BA University of Guam

***Master of Science in Clinical Psychology (M.S.)***

***GRADUATE PROGRAMS IN THE  
COLLEGE OF NATURAL AND APPLIED SCIENCES***

***Master of Science in Biology (M.S.)***

Claire Moreland-Ochoa  
*Mangilao*  
BS Cornell University

Kenzie Nicole Pollard  
*Tamuning*  
BS University of California

***Master of Science in Environmental Science (M.S.)***

Mallary Nicole Chargualaf Dueñas  
Harmon  
BA University of Guam

Eliana Cortés Walker  
Yona  
BS Texas A&M University-Corpus  
Christi

## **Candidates for Degree in Course**

### **Master of Science in Sustainable Agriculture, Food and Natural Resources (M.S.)**

Jonathan Kahokualaka'iokawika  
Davis  
Mangilao  
BS University of Guam

Maegan Marie Manzo Delfin  
Yigo  
BS University of Guam

Steven Giltamag Young-Uhk  
Mangilao  
BS University of Guam

## **GRADUATE PROGRAMS IN THE SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION**

### **Master of Public Administration (M.P.A.)**

Renee Mari Quichocho Carpela  
Barrigada  
BS University of Guam

Marion Sablan Lujan  
Chalan Pago  
BBA University of Guam

Joseph Taijeron Jr.  
Tumon  
BSW University of Guam

Youvaleen Y. Johnny  
Mangilao  
BS University of Guam

Lyma Alafanso Nero  
Mangilao  
BS University of Guam

K-Dee E. Takawo  
Maite  
BS University of Guam

Mark William Jones  
Mangilao  
BS University of Guam

Melissa Ediloj Ngiralmou  
Yigo  
BBA University of Guam

Vivian Panotes Matias Valdes  
Dededo  
BA University of Guam

### **Professional Master of Business Administration (P.M.B.A.)**

## **GRADUATE PROGRAMS IN THE SCHOOL OF EDUCATION**

### **Master of Arts in Counseling (M.A.)**

Kandice Meno  
Inarajan  
BAE University of Guam

### **Master of Arts in Teaching (M.A.T.)**

Valerie Manglona Atalig  
Teaching: Secondary Education  
Anigua  
BBA University of New Mexico

Gianna Rose Barcinas  
Teaching: Secondary Education  
Santa Rita  
BA University of Guam

Xavier Guz Guyal deGuzman  
Teaching: Secondary Education  
Yigo  
BS University of Guam

## **Candidates for Degree in Course**

Allison Palmer Jensen  
Teaching: Secondary Education  
Santa Rita  
BS University of Maryland College  
Park

Courtney Patricia Denight Agualo  
Mummert  
Teaching: Secondary Education  
Tamuning  
BA Washington State University

Samantha Marie Santos Torres  
Teaching: Secondary Education  
Dededo  
BA University of Guam

Ji Woon Kim  
Teaching: Secondary Education  
Tamuning  
BS University of Guam

## **Master of Education (M.Ed.) With Specializations**

Janice Padilla Evangelista  
Administration and Supervision  
Yigo  
BAE University of Guam

Elvin De Leon  
Reading  
Yigo  
BAE University of Guam

Jayprise Orlando  
Reading  
Pohnpei  
BAE University of Guam

Elisa Balbuena  
Reading  
Mangilao  
BA University of Guam

Jeremie De Leon  
Reading  
Dededo  
BA University of Guam

Sherwin Abe Dahilig Paet  
Reading  
Dededo  
BAE University of Guam

Shirley Fontanilla Biala Balmeo  
Reading  
Dededo  
BBA University of Guam

Tricia Eliou  
Reading  
Pohnpei  
BAE University of Guam

Alexander Bryan R. Pascual  
Reading  
Mangilao  
BAE University of Guam

Benskin Bergen  
Reading  
Pohnpei  
BAE University of Guam

Jerydine Renae Guerrero  
Reading  
Tamuning  
BAE University of Guam

Maria Theresa Ann L. Patricio  
Reading  
Tamuning  
BAE University of Guam

Heidi Lynn Cameron  
Reading  
Mangilao  
BAE University of Guam

Andrea Lainos  
Reading  
Pohnpei  
BAE University of Guam

Hattie-Eidenamo M. Peter  
Reading  
Chuuk  
BAE University of Guam

Samantha Aileen Chu Cheng  
Reading  
Mangilao  
BS Dela Salle University

Maria Carissa Lapira Laxamana  
Reading  
Yigo  
BAE University of Guam

Emelita M. Pineda  
Reading  
Dededo  
BSW University of Guam

## **Candidates for Degree in Course**

Juliana Christine Baletto Cruz  
Rivera  
Reading  
Santa Rita  
BAE University of Guam

Donovan Borja Leon Guerrero  
Secondary Education  
Tumon  
BAE University of Guam

Jamaica Salvacion Rivera  
Secondary Education  
Dededo  
BAE University of Guam

O'lan Genevieve Castillo Rodillas  
Reading  
Dededo  
BAE University of Guam

Arvin Jay B. Novelo  
Secondary Education  
Yigo  
BA University of Guam

Mary Jean Poblacion Sumbang  
Secondary Education  
Dededo  
BAE University of Guam

## ***UNIVERSITY OF HAWAI'I AT MĀNOA***

In 2012, University of Hawai'i at Mānoa and University of Guam MSW Partnership Myron B. Thompson School of Social Work, Master of Social Work (MSW) program on Guam. Since then, nineteen students have graduated from the program.

## ***Master of Social Work (M.S.W.)***

**As of 10/11/2022**

Every effort is made to ensure this printed program is accurate with respect to degrees and honors conferred. However, printing schedules make complete accuracy impossible. A certified transcript is the official proof of graduation.



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

**Resolution No. 22-37**

**RELATIVE TO AWARDING THE HONORARY DEGREE OF  
DOCTOR OF LAWS TO LUIS R. BAZA**

**WHEREAS**, the Board of Regents (BOR) is authorized to confer degrees;

**WHEREAS**, Luis R. Baza is an elite professional in Human Resources Management and Public Administration, spanning over 36 years of public and private sector service. The complexity of his duties and responsibilities demanded the highest level of expertise, integrity, accountability, and ethical leadership of which he cultivated positive work environments, ensuring a solid economic foundation upon which all employees may build a future for themselves and our community;

**WHEREAS**, Luis R. Baza was instrumental in drafting legislation implementing the Hay Study in 1991 which transformed and unified the Government of Guam's job evaluation and classification system from a narrative to a predominantly quantitative methodology that helped promote equal pay for equal work, correct internal pay inequities, provide better management of the pay system, and address the critical burden placed on the public treasury because of a failing system;

**WHEREAS**, Luis R. Baza was instrumental in protecting the University of Guam and Guam Community College's Academic Personnel positions from being placed in the unified pay schedule for classified employees, allowing both institutions to retain its academic autonomy;

**WHEREAS**, since 2000, Luis R. Baza served as guest speaker in the Public Administration and Masters in Public Administration classes at the University of Guam providing guidance and mentorship to students, as well as served as an active participant in academic and community forums;

**WHEREAS**, while serving as the Civil Service Commission Chairperson, Luis R. Baza functioned as presiding judge over adverse actions (dismissal, suspension, demotion), discrimination and Equal Employment Opportunity grievances, and investigative proceedings ensuring, through the evidentiary process, that management's actions were fair and ethical, and complied with the rules of the law to protect the integrity of the merit system and ensure administrative justice;

**WHEREAS**, as Deputy General Manager of Administration and Finance at the Port Authority of Guam, Luis R. Baza was instrumental in resolving prominent personnel and administrative issues by instilling a merit-based system, performance-based management process, and cost-effective financing, positively impacting operations and employee morale;

**WHEREAS**, Luis R. Baza has made a life-long commitment to providing outstanding contributions, steadfast service, and unparalleled leadership and command over personnel operations to the public and private sectors in human resource management, as recognized by the Civil Service Commission and 33<sup>rd</sup> Guam Legislature; and

**WHEREAS**, Luis R. Baza's recommendation package has been reviewed by the Honorary Degree Committee; Faculty Senate Standing Committee on Faculty Excellence and Faculty Senate; Deans' Council; Senior Vice President & Provost; UOG President; and the Student Affairs,

Scholarship, Alumni Relations, and Honorary Degree Committee, and recommend approval of the Doctor of Laws, *honoris causa* (LL.D. (h.c.)) to the BOR.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby approves to confer the Honorary Degree of Doctor of Laws, *honoris causa* (LL.D. (h.c.)), upon Luis R. Baza; and

**BE IT FURTHER RESOLVED**, that the BOR, along with the UOG President, will confer said Honorary Degree at the Fanuchánan 2022 commencement.

Adopted this 17<sup>th</sup> day of November, 2022.



\_\_\_\_\_  
Liza J. Provide, Chairperson

**ATTESTED:**



\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

Enclosure 2

*Gran Csi*

Received By:

Honorary Degree Candidate and Recommender's Information Form 4/1/22 @ 12:58pm  
Date & Time

Name of Candidate: Luis R. Baza

Title: Deputy General Manager

Organization: Port Authority of Guam

Mailing address: 1026 Cabras Highway, Suite 201 Piti, Guam 96915

Email address: luisbaza@gmail.com/luisbaza@portofguam.com

Contact number(s): (671)472-7678/(671)789-2156

Honorary Degree Sought for Candidate:

Doctor of Laws, *honoris causa* (LL.D. (h.c.))

*Awarded for outstanding scholarly achievement in law or for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.*

Doctor of Humane Letters, *honoris causa* (D.H.L. (h.c.))

*Awarded for outstanding achievement in the humanities, social sciences, or in the performing arts, of a scholarly or creative nature. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.*

Doctor of Business Management, *honoris causa* (D.BM. (h.c.))

*Awarded for outstanding achievement in business or for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.*

Master of Micronesian Traditional Knowledge

*Awarded to an indigenous expert in a field of traditional knowledge. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.*

*Note: Honorary Degree of Master[s] of Micronesian Traditional Knowledge will be made during Fañomnakan Commencement exercises effective Fañomnakan 2010. No more than one (1) such award may be made per year (BOR Resolution 10-16).*

Bachelor of Community Services, *honoris causa* (B.CS (h.c.))

*Awarded for exceptional service to the University or the community at large. Shows a high order of significant or lasting achievements or contributions over time or over a lifetime of achievements.*

Candidate's Emergency Contact or Next of Kin Information

Name: Marcy Baza

Mailing address: P.O.Box 12144 Tamuning, Guam 96931

Email address: luisbaza@gmail.com

Contact number(s): (671)789-2156/(671)488-0827

Recommender's Information

Per policy, a recommender must be from at least one of the categories below:

Member of:  Current or former UOG Employee

Current UOG Student or Graduate (alumni) of UOG

Current or former Board of Regents

Name of Recommender: Ronald B. Aguon

Email address: rbaguon@triton.uog.edu

Contact number(s): (671)-735-2510/(671)488-9175

Relationship to the Candidate: Professional Colleague and Good Friend

Luis R. Baza: Honorary Doctor of Laws Nominee

Recommender: Ronald B. Aguon, Esq. – Assistant Professor, Public Administration & Legal Studies, School of Business & Public Administration, with endorsement by the Public Administration and Legal Studies Department

April 1, 2022

### **1. Candidate's High Level of Achievement:**

- Deputy General Manager, Finance & Administration – Port Authority of Guam (2019-Present)
- Chairman – Civil Service Commission (2018-2019)
- Human Resource Manager, Ship Repair Facility – Cabras Marine Corp. (2016-2017)
- Human Resource and Labor Relations Manager – LSG Sky Chefs Guam/Saipan (2003-2016)
- Chairman – Civil Service Commission (2003-2015)
- Executive Director – Civil Service Commission (2000-2002)
- Personnel Management Administrator – Civil Service Commission (1998-1999)
- Acting Personnel Management Administrator – Civil Service Commission (1998 / 1996-1997)
- Personnel Management Analyst III, II, and I – Civil Service Commission (1994-1998 / 1985-1992)
- Personnel Specialist IV and I – Guam Memorial Hospital Authority (1992-1994/1982-1985)

#### **a. Outstanding Professional Contributions / Lifetime Achievements**

Luis Baza is an elite professional in HR Management and Public Administration (PA), spanning 36+ years of public and private sector service. The complexity of his duties and responsibilities demanded the highest level of expertise, integrity, accountability, and ethical leadership. His work has advanced the prominence of human resource practices and procedures throughout our local community. He is a champion of systematic integrity, best practices that are consistent with upholding the principles and mandates of the merit system. For almost four decades, Luis has cultivated positive work environments, ensuring a solid economic foundation upon which all employees may build a future for themselves and our community.

Luis was instrumental in drafting legislation implementing the Hay Study in 1991. This law transformed GovGuam's job evaluation and classification system from a narrative to a predominantly quantitative methodology. His contribution helped to promote equal pay for equal work in the Government of Guam, right internal pay inequities, better management of the pay system, and address the critical burden placed on the public treasury because of a failed system. In effect, this legislation was a milestone in compensation for the Government of Guam that unified the GovGuam pay system for internal equity, external competitiveness, and long-term stability.

The Hay legislation would also have a significant impact on higher education in Guam. During the discussion of the Hay legislation, there was debate on whether UOG/GCC academic personnel should be placed in the unified pay schedule for classified employees. As legal counsel, I stressed the importance of preserving institutional autonomy and WASC accreditation. Luis supported this cause persuasively from a classification perspective. The law ultimately enabled academic personnel to utilize a separate pay system. It is also important to note that his work was

instrumental in drafting the legislation granting academic autonomy to the University of Guam and Guam Community College. Since 2002, Luis has contributed to the University of Guam by serving as guest speaker in PA and MPA classes, and as an active participant in academic and community forums.

Luis' outstanding achievement and significant contribution to the profession are reflected in his administration of the merit system while he was CSC Personnel Management Administrator and Executive Director. As CSC Chairman, he served as presiding judge in adverse action (dismissal, suspension, demotion), discrimination, EEO, grievance, and investigative proceedings. In this capacity, his responsibility, and that of the Commissioners, is to ensure through the evidentiary process that management's actions are fair and ethical, and complied with the Rule of Law. This is of utmost importance in protecting the integrity of the merit system, and dispensing administrative justice, as proudly depicted in the Great Seal of the Civil Service Commission. Incidentally, Luis was an ardent participant in the design of the Seal: Latte Stone (strength and courage) superimposed on the Scales of Justice (law and fairness), with a circular shape (wheel of justice).

Today the University Celebrates over 70 years of Transforming Lives and Advancing Communities. How apropos to recognize someone instrumental in shaping the ability for the University to be all that is has been for our community.

## **2. Outstanding Intellectual, Creative, and Leadership Capabilities**

In addition to the Answer found in Question 1: It is noteworthy that Governor Lou Leon Guerrero appointed Luis to be the Deputy General Manager of Administration and Finance at the Port Authority because of serious concerns that had been hampering Port administration. It was Luis' extraordinary leadership and managerial experience, in both the public and private sectors, that were the reasons supporting his appointment. Since he has taken the helm, prominent personnel and administrative issues have been resolved. He continues his commitment to the merit system and has introduced his concept of performance-based management and cost-effective finance. CSC staff and leadership commend Luis' ability to uplift and sustain employee morale.

## **3. Reputation, Character, and Dedication**

In addition to the Answer found in Question 1 and 2: Luis has been honored by both the Civil Service Commission (Resolution 2019-004) and the 33<sup>rd</sup> Guam Legislature (Resolution 253-33) for his dedication to the merit system and outstanding public service to the people of Guam, and the Government of Guam.

## **4. Significant or Lasting Contribution for the Betterment of Our Island, Region, or Nation**

Luis has made a significant and lasting contribution to the Island, Region, and Nation by promoting the universal belief in good governance. He has accomplished this as an exponent of the merit principle and

protector of the merit system. His high standards continue with those entrusted with the merit system. I have had a great professional relationship and lasting friendship with Luis since 1985.

#### **5. Overcoming Serious Obstacles in Attaining a Significant Record of Achievement**

A difficult challenge is earning the trust and respect of your employees, colleagues, elected officials, agency heads and administrators, the media, and the general public. Luis has done a remarkable job in meeting this challenge.

Commission hearings are adversarial. Sometimes lawyers take advantage of Commissioners knowing they are lay people, especially the Chair. Luis controls and manages the proceedings with adept interpersonal skills and knowledge of the procedural and evidentiary process. His reputation as an adjudicator is impeccable.

# Luis Rivera Baza

P.O. Box 12144 ~ Tamuning, Guam 96931  
Home Phone: 789-2156 ~ Cell: 488-0827 ~ Email: luis.bazaman@gmail.com

## ◆ OBJECTIVE

To continue/broaden 36+ year career in providing a full range of efficient, personable, high-quality human resources, administrative, and management functions and activities.

## ◆ WORK HISTORY

- 12/13/2019 – Present **Deputy General Manager, Finance & Administration, Port Authority**  
Assist the General Manager in directing, promoting and managing Port assets and services, which includes full responsibility and accountability for all of the Port's internal administration and cost containment functions. Formulates Agency-wide annual budget and business plan ... and directs and reviews expenditures in accordance with approved Agency budget. Directs, promotes and manages all of Port's assets and coordinates serviced provided to port tenants. Maintains good working relationships with Port Users Group, government and regulatory representatives, and the general public. Works closely with the General Manager in planning and implementing the modernization and ongoing development of facilities and properties to support the Port's immediate and long-term goals.
- 9/01/2018 – 12/12/2019 **Civil Service Commission Board, Government of Guam.** Re-appointed to participate once again on this critical Board, and was re-elected by fellow Commissioners to resume role as CSC Board Chairman on 12/03/2018. The CSC Board consists of the Chairman and six other appointed/legislature-confirmed members. Meetings are generally held twice-weekly (usually on Tuesday and Thursday evenings) to hear/rule on Government of Guam employee appeals on grievances, adverse actions, equal employment opportunity complaints, post-audit investigations of illegal personnel activities in Government and other employee/management related concerns. Utilize in-depth knowledge and experience in human resource management and personnel law to preside over board meetings and render decisions consistent with the merit system and government regulations.
- 10/17/2016-8/31/17 **Human Resources Manager, Ship Repair Facility, Cabras Marine Corporation.**  
Manage comprehensive professional human resource services including recruitment & selection, performance management (develop position descriptions and performance standards, take appropriate disciplinary actions when needed), manpower planning, and training & development. Regularly provide counsel to employees on administrative or disciplinary matters and facilitate resolution to competing or conflicting interests. Implemented human resource policies and procedures in consistent to employee handbook. Conduct training on customer service, basic supervision of employees, sexual harassment prevention, and other topics to fulfill company mission.
- 7/28/03-10/14/16 **Human Resources and Labor Relations Manager, LSG Sky Chefs Guam/Saipan**  
Serve as one of 4 "core" managers on LSG's Management Team. Manage comprehensive professional human resource services including compensation & benefits, recruitment & selection, performance management (develop position descriptions and performance standards, make recommendations regarding promotions and reassignments for career development, take appropriate disciplinary actions when needed), manpower planning, and training & development. Regularly

provide counsel to employees from diverse ethnic and cultural backgrounds on administrative or disciplinary matters and facilitate resolution to competing or conflicting interests. Develop and implement human resource policies and procedures (including LSG employee handbook). Conduct training on business etiquette, customer service, basic supervision of employees, sexual harassment prevention, and safety/security, among other topics to fulfill company mission. Responsible for researching vendors, procurement, distribution, and management of employee uniforms. Plan, develop, justify, and manage budget for human resource activities, to include incentive awards. Assisted in the development of "Statement of Work" in response to military contract for catering services. On an ongoing basis, monitor LSG's security contractor to ensure security operations are in compliance with contract's scope of work. Represent LSG management to various private and government entities in support of company mission/special projects (e.g., establishment of the VIP lounge at GIAA, environmental issues). Often detailed, in the absence of the General Manager to manage all programs and activities at LSG Sky Chefs Guam and Saipan.

7/2003 – 12/2015 **Chairman, Civil Service Commission Board**

Same description as provided above in the second entry under "Work Experience".

1/1/00-12/27/02 **Executive Director, Civil Service Commission, Government of Guam**

Oversaw the operations, programs, and activities of the Civil Service Commission, covering comprehensive programs relative to position classification and pay, affirmative action and equal employment opportunity, processing of employee grievances and adverse action appeals, enforcement and administration of personnel laws, rules and regulations; and other areas of employment and the merit system of the Government of Guam. Ultimately responsible for a technical and support staff of 16 people. Ultimately accountable for CSC budget including ensuring expenditures and obligations were consistent with government procurement procedures; defended and ensured accurate budget exhibits were provided at legislative oversight hearings. Ultimately accountable for all CSC assets (property and equipment) and provided oversight on annual inventory. *(Retired from GovGuam following this position).*

12/31/98-12/31/99 **Personnel Management Administrator, Civil Service Commission, Government of Guam**

Planned, implemented and administered personnel management programs and activities involved in position classification and pay, affirmative action and equal employment opportunity, processing of employee grievances and adverse action appeals, enforcement and administration of personnel laws, rules and regulations; and other areas of employment and the merit system of the Government of Guam. Provided full range of supervisory functions for staff of eight technical analysts. Served as the right hand man to CSC Executive Director and CSC Chairman.

8/31/98-12/30/98 & 9/20/96-8/20/97 **Acting Personnel Management Administrator, Civil Service Commission, Government of Guam**

Performed all the duties listed in above description for Personnel Management Administrator.

3/28/94-8/30/98 & 3/25/85-12/13/92 **Personnel Management Analyst III, II, and I, Civil Service Commission, Government of Guam**

Independently performed a wide range of complex human resource functions, which included review of classification and pay requests pertaining to creation of positions, pay grade reassignments and pay allocations, amendment of class standards, above step recruitments, and classification appeals for Government of Guam's Executive Branch. Conducted post-audit investigations on personnel actions, recruitment procedures and other employment matters. Provided advice to all departmental directors, supervisors, and employees on appeal procedures for grievances, adverse actions, equal employment opportunity, and performance appraisals. Conducted

training on grievance and adverse action procedures. Prepared testimonials on Legislative bills pertaining to benefits, compensation and other employment issues.

12/14/92-3/27/94 **Personnel Specialist IV, Guam Memorial Hospital Authority, Government of Guam**

Supervised and rated employment applications for all Guam Memorial Hospital Authority positions (i.e., clerical, administrative, technical, para-professional, allied health professional, and blue-collar positions). Advised hospital administrators, supervisors and employees on appeal procedures for grievances, adverse actions, and performance evaluation processes. Supervised and reviewed classification and pay requests pertaining to reclassifications, creation of positions, pay-grade reassignments and pay allocations, amendment of class standards, above-step recruitments, and extension of detail appointments for submission to the Civil Service Commission for board action. Responded to inquiries regarding full range of employment matters. Conducted training on grievance and adverse action procedures, and the hospital's personnel rules and regulations. Supervised personnel staff of six human resource personnel.

4/20/82-3/24/85 **Personnel Specialist I, Guam Memorial Hospital Authority, Government of Guam**

Reviewed employment applications and rated candidates' training and experience for all GMHA positions (same as listed above). Conducted classification and pay requests pertaining to reclassifications, creation of positions, pay-range reassignments, and amendment of class standards, above-step recruitments and detail extensions for submission to the Civil Service Commission. Responded to inquiries regarding employment matters.

## ◆ EDUCATION

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Attended University of Guam and Guam Community College and acquired credit hours of continuing education

High School Diploma, George Washington Senior High School

## ◆ SIGNIFICANT TRAINING RECEIVED

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- Global Performance Evaluation System (GPS): Hong Kong - 11/03
- Human Resources Management: The Legal Issues - 6/98
- Investigative Interviewing Methods, U.S. Department of Labor - 10/97
- Value Added Human Resource Measurement, Society of Human Resources Management (SHIRM), Guam Chapter - 5/95
- Administrative Hearing Course II, Judge Arthur A. Gladstone - 7/94
- Compensation Management Training, Hay Group, Chicago, Illinois - 5/94
- Basic Training on EEO Procedures, Civil Service Comm., GovGuam - 10/93
- Advanced Job Evaluation Training, Hay Group, New Orleans, Louisiana - 4/93
- Applied Job Evaluation Training, Hay Group, Atlanta, Georgia - 10/92
- Advanced Training in Job Analysis, Job Measurement, and Job Evaluation, Hay Group, Washington, D.C. - 7/91
- Advanced Supervisory Workshop, Dept. of Administration, GovGuam - 1/91
- Basic Occupational Safety and Health, Dept. of Labor, GovGuam - 3/89
- Report and Technical Writing, Dept. of Administration/University of Guam - 5/88
- Team Building, Guam Housing and Urban Renewal Authority, GovGuam - 4/88
- Position Classification and Position Management (Federal Evaluation System), Navy Human Resources Office - 12/87
- Basic Supervisory Workshop, Dept. of Administration, GovGuam - 10/87
- Human Relations and Stress Management, Dept. of Admin., GovGuam - 6/87
- Basic Statistical Operations and Procedures, Dept. of Administration - 3/87

- Basic Position Classification Training, Civil Service Comm., GovGuam - 10/81

## ◆ TRAINING CONDUCTED

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- Basic Supervisory Workshop, LSG Sky Chefs/Cabras Marine (SRF)
- Business Etiquette and Customer Service, LSG Sky Chefs/Cabras Marine (SRF)
- Prevention of Sexual Harassment, LSG Sky Chefs/Cabras Marine (SRF)
- Safety & Security, LSG Sky Chefs
- Leadership Workshop, LSG Sky Chefs
- How to Deal with Upset and Irrate Customers, LSG Sky Chefs
- Reinforcement Training Workshop on the Hay Guide Chart-Profile Methodology to Human Resource Practitioners
- Basic Hay Guide Chart-Profile Methodology to Human Resource Practitioners for the Government of Guam
- Executive Management Workshop: The Legal Issues for Directors/Deputy Directors for the Government of Guam
- Personnel Management and the Legal Issues for Guam Community College and University of Guam supervisors and administrators
- Employee Grievance and Adverse Action Workshop
- Reinforcement Training for Basic Supervisory Workshop, LSG

### UNIVERSITY OF GUAM

Assisted CSC Legal Counsel in research and preparing draft legislation for academic autonomy for the University of Guam. Enacted into law as Public Law 23-26. The legislation was the product of cooperative efforts of the CSC/UOG/GCC Ad Hoc Committee comprised of attorneys and management officials from the respective organizations. The intent and purpose of the Committee was to address WASC accreditation concerns regarding independence from the CSC.

The legislation resulted in changes to the provisions of the institutional charters, and the creation of the unique employee category of "academic personnel", distinguished from "classified" and "unclassified". This was a significant change which mooted the contentious issue of whether academics were classified or unclassified vis-à-vis CSC jurisdiction. This change in the category of employees bolstered the autonomy of UOG and GCC.

Public Law 21-59 implemented the Hay Study and created a unified pay plan for the Executive and Judicial Branches. Prior to the Hay Study, UOG had some control of its salary plan, but was still subject to other personnel laws. In preparing draft legislation, the issue of including or excepting the University and GCC from the unified pay plan were seriously debated. Although the accreditation issue was advocated by the CSC Legal Counsel, it was ultimately decided from a job classification perspective, recognizing that pay in academia is uniquely governed by its own unique process and standards. The subsequent enactment of P.L. 23-26 resolved any doubts about the University's independence.

Since 2000, actively participated in University conferences and forums involving the merit system, ethics, and public policy and administration. Additionally served as guest speaker for undergraduate PA and MPA courses since 2000. University students often attended CSC proceedings and were always proudly recognized and given the opportunity to interact with Commissioners and staff to enhance their real-world learning experience.

## 5.2 ACADEMIC, PERSONNEL, AND TENURE (AP&T) COMMITTEE

### 5.2.1 Committee Update



UNIVERSITY OF GUAM  
UNIBETSEDÁT GUÅHAN  
Board of Regents

Resolution No. 22-38

**RELATIVE TO ESTABLISHING A CENTER FOR ISLAND SUSTAINABILITY AND SEA GRANT  
DIRECTOR POSITION IN THE ADMINISTRATOR'S SALARY PAY SCALE**

**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 Center for Island Sustainability was established in 2009, and UOG was granted full institutional Sea Grant status in Spring 2022, and is one of 34 Sea Grant institutions established by U.S. Congressional legislation under the U.S. Department of Commerce on the U.S. Mainland;

**WHEREAS**, establishing a Center for Island Sustainability (CIS) and Sea Grant (SG) Director position is needed to further advance Sea Grant's mission to integrate and apply research, extension, and education activities to sustain and develop island environments while integrating knowledge and cultural perspectives of island people;

**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 (AP&T) Committee; and

**WHEREAS**, the BOR AP&T Committee has reviewed this action and recommends this be sent to the full BOR for approval.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR approves the CIS and SG Director position.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provideo, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

**UNIVERSITY OF GUAM  
POSITION DESCRIPTION  
DIRECTOR, CENTER FOR ISLAND SUSTAINABILITY AND SEA GRANT  
SALARY RANGE: \$107,744 - \$161,616**

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**UNIT DESCRIPTION**

The University of Guam Center for Island Sustainability and Sea Grant (CIS/SG) Unit leads and supports the transition of our island region towards a sustainable future. CIS is a focal institute in our region for conducting sustainability-related research and community outreach to help meet island needs in the broader areas of the environment, economy, society, and education. The mission of the Sea Grant Institutional Program is to integrate and apply research, extension, and education activities to sustain and develop island environments while integrating knowledge and cultural perspectives of island people. UOG Sea Grant is one of thirty-four (34) Sea Grant Programs in the United States. Core funding for CIS/SG is provided by the National Oceanic and Atmospheric Administration (NOAA) and Government of Guam.

**POSITION NARRATIVE**

The Director of the University of Guam Center for Island Sustainability and Sea Grant (CIS/SG) reports to the Vice Provost for Research and Sponsored Programs and provides administrative leadership for CIS/SG, supports the missions and goals of UOG, and is part of a national network of 34 Sea Grant College Programs organized under the National Oceanic and Atmospheric Administration (NOAA). The CIS/SG Directorship is a 12-month administrator position.

**MINIMUM QUALIFICATIONS**

1. Ph.D. in a discipline of marine science/ecology/biology, fisheries science, environmental science, or a related field.
2. At least 2 years of experience in University Administration.
3. Successful mid-career standing, at or above the academic rank of associate professor or professional equivalent, with an established reputation for professional excellence and integrity.
4. Demonstrated high-level scientific leadership and publication record.

**MINIMUM KNOWLEDGE, ABILITIES, AND SKILLS**

1. Professional experience and a record of excellence in research/scholarship, policy, and /or management in marine, coastal, sustainability, natural resources, or related field.
2. Expert knowledge of natural or social science related to island sustainability, healthy coastal ecosystems, sustainable fisheries and aquaculture, resilient communities, and economies, and/or environmental literacy and workforce development.
3. Strong listening, writing, and speaking skills; a record of innovative leadership and problem solving; and knowledge of island sustainability, marine, and coastal resource issues.
4. Demonstrated record of federal extramural funding and large proposal development.
5. Expert knowledge of research methodology. Expert ability to collect, analyze, interpret and

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Director, Center for Island Sustainability and Sea Grant

manage data. Ability to problem solve and implement solutions.

6. Advanced leadership skills. Ability to manage a diverse research and extension program with multiple principal investigators working on research projects in Guam and Micronesia. Ability to recommend, create, and implement process improvements and strategic plans. Ability to administer research funding competitions. Ability to develop and administer high-visibility programs.
7. Evidence of a robust professional network and ability to develop strong multisectoral partnerships.
8. Excellent verbal and written communication skills. Ability to decipher requests for information and formulate appropriate responses to a varied and culturally diverse audience.
9. Demonstrated commitment to the Land Grant/Sea Grant concept of research, education, communications, and/or extension
10. Prior experience working with NOAA/Sea Grant or other marine/natural resource organizations. Prior experience working in island and global sustainability networks.
11. Budget planning and execution experience.

#### **DUTIES AND RESPONSIBILITIES**

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

1. Provide overall leadership for the University of Guam Center for Island Sustainability and Sea Grant (CIS/SG), which oversees a total annual budget of approximately \$2.2 million, including local funds, NOAA and other external competitive awards.
2. Direct oversight and leadership of the program's research, extension, education, and communication activities.
3. Oversee the CIS/SG management team, staff, and faculty, and will work with the regional NOAA Program Officer.
4. Oversight of CIS/SG competitive research programs including proposal solicitation, review, selection, administration, and reporting.
5. Managing/overseeing and using human resources, such as staff, faculty, associate director(s), and students, effectively and efficiently, in accordance with NOAA and UOG requirements and best practices.
6. Strategic and inclusive planning and visioning for programmatic activities with demonstrable results; thus shaping the agenda for CIS/SG within UOG, Guam, the Micronesian region, and nation.
7. Lead CIS/SG in articulating and realizing a vision for excellence by embracing collaborative opportunities and fostering alliances internally with units such as UOG Cooperative Extension, UOG Marine Lab, WERI, and WPTRC.
8. Strengthening collaboration and (external) partnership across diverse stakeholders and communities, including academia, industry, governmental, NGO and citizen groups.
9. Building relationship with elected officials to promote and enhance awareness of UOG's

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Director, Center for Island Sustainability and Sea Grant

CIS/SG programs and their impact and value to Guam.

10. Participating in National Sea Grant activities and leadership.
11. Identifying and pursuing additional external funding to expand and improve CIS/SG's research, outreach, extension, education, and communication activities.
12. Carry out other duties assigned by the Vice Provost for Research and Sponsored Programs.

**Approved:**



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Thomas W. Krise, Ph.D., President

Date: Nov 17, 2022

# UOG Administrator's Salary Scale

Amended by Board of Regents' Resolution 22-nn, November nn, 2022

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
<b>Office of the President</b>							
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
3	Director, Auxiliary Services	#3050	03-09, 03-16	\$58,464	\$65,772	\$65,772	\$73,080
4	Web Master	#5015	05-28	\$57,926	\$65,167	\$65,167	\$72,408
5	Chief Planning Officer	#1033	03-09, 03-16	\$90,116	\$101,381	\$101,381	\$112,645
6	Chief of Staff and Board Liaison	#1004	20-02	\$90,464	\$101,772	\$101,772	\$113,080
7	Director, Development, Alumni Affairs, and Foundation Relations	#8006	03-09, 03-16, 11-01	\$61,248	\$68,904	\$68,904	\$76,560
8	Director, Global Learning and Engagement	#1208	20-02	\$91,694	\$103,156	\$103,156	\$114,618
9	Associate Director, Global Learning and Engagement	#2010	09-01	\$65,209	\$73,360	\$73,360	\$81,511
10	(Associate) Director, Professional International Programs (International Program Development)	#2008	03-09, 03-16, 09-01, 12-10	\$60,630	\$68,208	\$68,208	\$75,787
11	Director, University Events Office (UEO)	(#8030*#8054)/2	20-02	\$59,573	\$67,019	\$67,019	\$74,466
12	General Counsel	#1036	03-09	\$122,400	\$137,700	\$137,700	\$153,000
<b>Office of Academic and Student Affairs</b>							
13	Senior Vice President and Provost		03-09, 03-16	<i>Salary Negotiated</i>			
14	Dean, College of Liberal Arts and Social Sciences	#1204	03-09, 03-16	\$109,102	\$122,739	\$122,739	\$136,377
15	Associate Dean, CLASS	#1404	06-06	\$82,763	\$93,109	\$93,109	\$103,454
16	Dean, College of Natural and Applied Sciences	(#1201+1236)/2	03-09, 03-16	\$132,106	\$148,619	\$148,619	\$165,132
17	Associate Dean, Instruction	#1409	06-06	\$107,744	\$121,212	\$121,212	\$134,680
18	Associate Director, Western Pacific Tropical Research Center	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680
19	Associate Director, Cooperative Extension Service	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680
20	Dean, Enrollment Management and Student Success	#1043	14-29	\$100,000	\$112,500	\$112,500	\$125,000
21	Associate Dean, EMSS and Registrar	(#1044+1045)/2	15-32	\$75,767	\$85,238	\$85,238	\$94,709
22	Athletics and Field House Director [Director, Athletics and Field House, Athletics Director]	#6001	14-19	\$62,351	\$70,145	\$70,145	\$77,939
23	Director, Financial Aid and Triton One Stop	#2082	03-09, 03-16	\$61,346	\$69,014	\$69,014	\$76,682
24	Director, Residence Halls	#7076	15-16	\$57,418	\$64,595	\$64,595	\$71,772
25	Director, Student Resource Center (One-Stop Center)		03-09, 03-16				
26	Director, Student Services / Student Life	#7026	03-09, 03-16	\$48,001	\$54,001	\$54,001	\$60,001
27	Director, Summer School and Off-Campus Programs	#7026	03-09, 03-16	\$48,001	\$54,001	\$54,001	\$60,001
28	Dean, School of Business and Public Administration	#1206	08-11	\$119,727	\$134,693	\$134,693	\$149,659
29	Dean, School of Education	#1212	08-11	\$108,669	\$122,252	\$122,252	\$135,836
30	Dean, School of Engineering	#1213	16-27	\$124,794	\$140,394	\$140,394	\$155,993
31	Dean, School of Health	#1230	05-34, 14-01	\$115,244	\$129,650	\$129,650	\$144,055
32	Dean, University Libraries	#1226	18-14	\$104,190	\$117,213	\$117,213	\$130,237
33	Director, RFT Micronesian Area Research Center (MARO)	#1409	12-11	\$107,744	\$121,212	\$121,212	\$134,680
34	UOG Press Director and Publisher	#3006*.9	21-20	\$75,538	\$84,981	\$84,981	\$94,423
35	Director, Center for Excellence in Dev Disabilities, Education, Research, & Svc (CEDDERS)	#1409	19-05	\$107,744	\$121,212	\$121,212	\$134,680
35	Director, Center for Island Sustainability & Sea Grant	#1409	22-nn	\$107,744	\$121,212	\$121,212	\$134,680
36	Director, Marine Laboratory	#1409	22-nn	\$107,744	\$121,212	\$121,212	\$134,680
37	Director, Water and Environmental Research Institute (WERI)	#1409	Sept 15, 2022 BOR	\$107,744	\$121,212	\$121,212	\$134,680
38	Vice Provost for Academic Excellence, Graduate Studies, and Online Learning	#2002	07-25, 16-36	\$98,941	\$111,308	\$111,308	\$123,676
47	Associate Director, Telecommunication & Distance Education Operation (TADEO)	#2012	09-01	\$59,994	\$67,494	\$67,494	\$74,993
39	Vice Provost for Institutional Effectiveness	#2002	16-36	\$98,941	\$111,308	\$111,308	\$123,676
40	Vice Provost for Research & Sponsored Programs	#8027	16-36	\$109,769	\$123,490	\$123,490	\$137,211
41	Director, Contracts and Grants	#3005	03-09, 03-16, 14-29	\$64,000	\$72,000	\$72,000	\$80,000
<b>Office of Administration and Finance</b>							
42	Vice President, Administration and Finance and Chief Business Officer		14-19	<i>Salary Negotiated</i>			
43	Associate Budget and Administrative Process Officer	#3026	03-09, 03-16, 21-03	\$82,469	\$92,777	\$92,777	\$103,086
44	Chief Human Resources Officer	#1037	03-09, 03-16	\$83,200	\$93,600	\$93,600	\$104,000
45	Director, EEO and Title IX/ADA Coordinator	#4009	16-16	\$72,015	\$81,017	\$81,017	\$90,019
46	Chief Information Officer (benchmarked to CUPA 2013/2014 for effective recruitment)	#1038	15-20	\$99,184	\$111,582	\$111,582	\$123,980
48	Director, Computer Center/Technology Resources	#5001	03-09, 03-16	\$84,410	\$94,961	\$94,961	\$105,512
49	Senior Manager, Infrastructure Services and Information Security	#5004	17-08	\$77,793	\$87,517	\$87,517	\$97,241
50	Comptroller	#1040	03-09, 03-16	\$82,072	\$92,331	\$92,331	\$102,590
51	Associate Comptroller / Bursar	#3027	10-30	\$60,011	\$67,513	\$67,513	\$75,014
52	Director, Facilities Management and Services	#1039	03-09, 03-16	\$83,360	\$93,780	\$93,780	\$104,200
53	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
54	Director, Campus Facilities		03-09, 03-16	\$50,984	\$57,357	\$57,357	\$63,730
55	Director, Campus Construction Projects		04-06	\$50,923	\$57,289	\$57,289	\$63,654
56	Risk Officer [Internal Auditor]	#1050	16-07, 20-16	\$76,287	\$85,823	\$85,823	\$95,359

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.



UNIVERSITY OF GUAM  
UNIBETSEDÁT GUÅHAN  
Board of Regents

Resolution No. 22-39

**RELATIVE TO ALIGNING THE PAY FOR THE MARINE LABORATORY DIRECTOR POSITION  
TO SIMILAR POSITIONS IN THE ADMINISTRATOR'S SALARY PAY SCALE**

**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 Marine Laboratory Director position pay scale is out of alignment with similar research directorships;

**WHEREAS**, in order to establish parity, the salary range for said position should be benchmarked to similarly established administrator positions;

**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 (AP&T) Committee;

**WHEREAS**, the BOR AP&T Committee has reviewed this action and recommends this be sent to the full BOR for approval.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR approves the pay scale alignment for the Marine Laboratory Director position.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provido, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

**UNIVERSITY OF GUAM  
POSITION DESCRIPTION  
DIRECTOR, MARINE LABORATORY  
SALARY RANGE: \$107,744 - \$161,616**

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**UNIT DESCRIPTION**

The Marine Laboratory, established as a research unit of UOG in 1970, plays an important role in both national and regional marine research.

Members of the Marine Laboratory faculty enhance their research activities through individual collaboration with colleagues from other U.S. and foreign institutions and by opening the facilities to visitors from around the world.

**POSITION NARRATIVE**

Under direction of the Vice Provost for Research and Sponsored Programs, the Director, Marine Laboratory (ML) is responsible for the overall administrative duties and functioning of the unit. The Director, ML is a 12-month administrator position. The Director, ML will be responsible for leading and supporting the mission of the UOG Marine Laboratory by placing marine science in the service of Guam and the rest of Micronesia.

**MINIMUM QUALIFICATIONS**

- Ph.D. in a Marine Science discipline from a U.S. regionally accredited institution or foreign equivalent university.
- At least 8 years research experience in the field of Marine Science, and at least 3 years in a leadership role at an academic institution.
- Demonstrated instruction, research, publication, extramural funding, and a grantsmanship record is essential.
- Entrepreneurial spirit desired.

**MINIMUM KNOWLEDGE, ABILITIES, AND SKILLS**

- Understanding the ML's mission and role in marine-resources related issues in Guam and throughout the region;
- Understand the intent and purpose behind the ML program;
- Conversant with budgetary and procurement procedures, including the requirements pertaining to the day-to-day operations of the ML;
- Demonstrated organizational and leadership skills;
- Ability to compile electronic reports, surveys, grant application packages, and upload appropriate websites; and
- Ability to establish and maintain successful collegial relationships with faculty and staff within the unit, and with upper-level management executives.

T: +1 671.735.2350 F: +1 671.734.6005 W: [www.uog.edu](http://www.uog.edu)

Mailing Address: 303 University Drive UOG Station Mangilao, Guam 96913

*The University of Guam is a U.S. Land Grant and Sea Grant Institution accredited by the Western Association of Schools and Colleges Senior College and University Commission and is an equal opportunity provider and employer.*

Director, Marine Laboratory

## DUTIES AND RESPONSIBILITIES

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

- Lead by placing marine science in the service of Guam and the rest of Micronesia;
- Provide leadership, and support the mission of the ML to:
  - Conduct scientific research into the biology of tropical marine systems;
  - Teach, forming the core of the graduate program in Biology; and
  - Serve, providing environmental assessments, technical reports, competitive peer-reviewed publications, educational materials, public lectures, and expertise on marine issues.
- Correspond, communicate, and liaise with appropriate representatives of the local and federal government for funding, research, management, and conservation matters;
- Provide administrative oversight of local and federal grants received by ML;
- Oversee the preparation of annual budgets and an annual report in accordance with University requirements and prescribed local and federal laws;
- In collaboration with the Office of Research and Sponsored Programs, track faculty grant contract and publication activity;
- With assistance from the Laboratory Safety Manager, ensures that the Marine Lab maintains its compliance with laws, regulations, and research permits (Equal Employment Opportunity (EEO), American with Disabilities Act (ADA), Environmental Protection Agency (EPA), Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Endangered Species Act (ESA), Occupational Safety and Health Act (OSHA), etc.);
- Review and periodically update fee schedules for boat rental, truck rental, bench fees, and visitor housing by reviewing expenditures and costs and submit needed modifications of fees to the Board of Regents (BOR) for approval;
- Assume responsibility for the day-to-day running and operations of ML including the safe operations and maintenance of all physical amenities, infrastructures, and the visitor housing;
- Maintain oversight of all clerical, teaching, research, and commercial activities;
- Maintain oversight and supervision of Marine Technicians;
- Maintain oversight and supervision of Laboratory Safety Manager;
- Maintain oversight and supervision of clerical staff;
- Maintain oversight of faculty and student activities as they relate to the ML mission;
- Guide, mentor and evaluate ML faculty in accordance with Comprehensive Faculty Evaluation System (CFES) requirements;
- Coordinate faculty and staff activities and personnel assignments, including compiling recommendations for personnel actions and search committees;
- Participate as a member of the ML Dive Control Board to ensure continued membership of the

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Director, Marine Laboratory

ML in the American Academy of Underwater Scientists (AAUS);

- Communicate and discuss with Marine Technicians all issues relating to boat and truck operation, boat and truck safety, maintenance, and replacement;
- Serve as the Point of Contact for contract and survey work (e.g., Environmental Impact Studies) to inform ML faculty about project and contract opportunities;
- Encourage and facilitate active and collaborative grantsmanship among ML faculty in their respective fields of expertise;
- Maintain the visibility of ML locally, regionally, nationally, and internationally, through the institutional website, brochures, booklets, institutional technical reports, journal articles, conferences, and submission of press releases to the Chief Marketing & Communications Officer;
- Engage in teaching and/or research activity to foster collaborations and contribute to the ML's mission as administrative duties allow;
- Promote community outreach teaching and training activities and respond to all outside enquires relating to ML's core activities;
- Participate in University-wide accreditation and assessment activities and serve on committees as needed;
- With faculty input, develop, maintain, and periodically evaluate and update a long-term strategic plan for the continued growth and development of the ML; and
- Carry out other duties assigned by the Vice Provost for Research and Sponsored Programs.

**Approved:**



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Thomas W. Krise, Ph.D., President

Date: Nov 17, 2022

# UOG Administrator's Salary Scale

Amended by Board of Regents' Resolution 22-nn, November nn, 2022

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
<b>Office of the President</b>						
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
3 Director, Auxiliary Services	#3050	03-09, 03-16	\$58,464	\$65,772	\$65,772	\$73,080
4 Web Master	#5015	05-28	\$57,926	\$65,167	\$65,167	\$72,408
5 Chief Planning Officer	#1033	03-09, 03-16	\$90,116	\$101,381	\$101,381	\$112,645
6 Chief of Staff and Board Liaison	#1004	20-02	\$90,464	\$101,772	\$101,772	\$113,080
7 Director, Development, Alumni Affairs, and Foundation Relations	#8006	03-09, 03-16, 11-01	\$61,248	\$68,904	\$68,904	\$76,560
8 Director, Global Learning and Engagement	#1208	20-02	\$91,694	\$103,156	\$103,156	\$114,618
9 Associate Director, Global Learning and Engagement	#2010	09-01	\$65,209	\$73,360	\$73,360	\$81,511
10 (Associate) Director, Professional International Programs (International Program Development)	#2008	03-09, 03-16, 09-01, 12-10	\$60,630	\$68,208	\$68,208	\$75,787
11 Director, University Events Office (UEO)	(#8030*#8054)/2	20-02	\$59,573	\$67,019	\$67,019	\$74,466
12 General Counsel	#1036	03-09	\$122,400	\$137,700	\$137,700	\$153,000
<b>Office of Academic and Student Affairs</b>						
13 Senior Vice President and Provost		03-09, 03-16	<i>Salary Negotiated</i>			
14 Dean, College of Liberal Arts and Social Sciences	#1204	03-09, 03-16	\$109,102	\$122,739	\$122,739	\$136,377
15 Associate Dean, CLASS	#1404	06-06	\$82,763	\$93,109	\$93,109	\$103,454
16 Dean, College of Natural and Applied Sciences	(#1201+1236)/2	03-09, 03-16	\$132,106	\$148,619	\$148,619	\$165,132
17 Associate Dean, Instruction	#1409	06-06	\$107,744	\$121,212	\$121,212	\$134,680
18 Associate Director, Western Pacific Tropical Research Center	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680
19 Associate Director, Cooperative Extension Service	#1409	10-01	\$107,744	\$121,212	\$121,212	\$134,680
20 Dean, Enrollment Management and Student Success	#1043	14-29	\$100,000	\$112,500	\$112,500	\$125,000
21 Associate Dean, EMSS and Registrar	(#1044+1045)/2	15-32	\$75,767	\$85,238	\$85,238	\$94,709
22 Athletics and Field House Director [Director, Athletics and Field House, Athletics Director]	#6001	14-19	\$62,351	\$70,145	\$70,145	\$77,939
23 Director, Financial Aid and Triton One Stop	#2082	03-09, 03-16	\$61,346	\$69,014	\$69,014	\$76,682
24 Director, Residence Halls	#7076	15-16	\$57,418	\$64,595	\$64,595	\$71,772
25 Director, Student Resource Center (One-Stop Center)		03-09, 03-16				
26 Director, Student Services / Student Life	#7026	03-09, 03-16	\$48,001	\$54,001	\$54,001	\$60,001
27 Director, Summer School and Off-Campus Programs	#7026	03-09, 03-16	\$48,001	\$54,001	\$54,001	\$60,001
28 Dean, School of Business and Public Administration	#1206	08-11	\$119,727	\$134,693	\$134,693	\$149,659
29 Dean, School of Education	#1212	08-11	\$108,669	\$122,252	\$122,252	\$135,836
30 Dean, School of Engineering	#1213	16-27	\$124,794	\$140,394	\$140,394	\$155,993
31 Dean, School of Health	#1230	05-34, 14-01	\$115,244	\$129,650	\$129,650	\$144,055
32 Dean, University Libraries	#1226	18-14	\$104,190	\$117,213	\$117,213	\$130,237
33 Director, RFT Micronesian Area Research Center (MARO)	#1409	12-11	\$107,744	\$121,212	\$121,212	\$134,680
34 UOG Press Director and Publisher	#3006*.9	21-20	\$75,538	\$84,981	\$84,981	\$94,423
35 Director, Center for Excellence in Dev Disabilities, Education, Research, & Svc (CEDDERS)	#1409	19-05	\$107,744	\$121,212	\$121,212	\$134,680
35 Director, Center for Island Sustainability & Sea Grant	#1409	22-nn	\$107,744	\$121,212	\$121,212	\$134,680
36 Director, Marine Laboratory	#1409	22-nn	\$107,744	\$121,212	\$121,212	\$134,680
37 Director, Water and Environmental Research Institute (WERI)	#1409	Sept 15, 2022 BOR	\$107,744	\$121,212	\$121,212	\$134,680
38 Vice Provost for Academic Excellence, Graduate Studies, and Online Learning	#2002	07-25, 16-36	\$98,941	\$111,308	\$111,308	\$123,676
47 Associate Director, Telecommunication & Distance Education Operation (TADEO)	#2012	09-01	\$59,994	\$67,494	\$67,494	\$74,993
39 Vice Provost for Institutional Effectiveness	#2002	16-36	\$98,941	\$111,308	\$111,308	\$123,676
40 Vice Provost for Research & Sponsored Programs	#8027	16-36	\$109,769	\$123,490	\$123,490	\$137,211
41 Director, Contracts and Grants	#3005	03-09, 03-16, 14-29	\$64,000	\$72,000	\$72,000	\$80,000
<b>Office of Administration and Finance</b>						
42 Vice President, Administration and Finance and Chief Business Officer		14-19	<i>Salary Negotiated</i>			
43 Associate Budget and Administrative Process Officer	#3026	03-09, 03-16, 21-03	\$82,469	\$92,777	\$92,777	\$103,086
44 Chief Human Resources Officer	#1037	03-09, 03-16	\$83,200	\$93,600	\$93,600	\$104,000
45 Director, EEO and Title IX/ADA Coordinator	#4009	16-16	\$72,015	\$81,017	\$81,017	\$90,019
46 Chief Information Officer (benchmarked to CUPA 2013/2014 for effective recruitment)	#1038	15-20	\$99,184	\$111,582	\$111,582	\$123,980
48 Director, Computer Center/Technology Resources	#5001	03-09, 03-16	\$84,410	\$94,961	\$94,961	\$105,512
49 Senior Manager, Infrastructure Services and Information Security	#5004	17-08	\$77,793	\$87,517	\$87,517	\$97,241
50 Comptroller	#1040	03-09, 03-16	\$82,072	\$92,331	\$92,331	\$102,590
51 Associate Comptroller / Bursar	#3027	10-30	\$60,011	\$67,513	\$67,513	\$75,014
52 Director, Facilities Management and Services	#1039	03-09, 03-16	\$83,360	\$93,780	\$93,780	\$104,200
53 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
54 Director, Campus Facilities		03-09, 03-16	\$50,984	\$57,357	\$57,357	\$63,730
55 Director, Campus Construction Projects		04-06	\$50,923	\$57,289	\$57,289	\$63,654
56 Risk Officer [Internal Auditor]	#1050	16-07, 20-16	\$76,287	\$85,823	\$85,823	\$95,359

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.



UNIVERSITY OF GUAM  
UNIBETSEDĀT GUÅHAN  
Board of Regents

Resolution No. 22-40

**RELATIVE TO AWARDING EMERITA DEAN OF SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION STATUS TO DR. ANNETTE T. SANTOS**

**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 Western Pacific region;

**WHEREAS**, the authority to bestow the title of Emeritus(a) Dean is vested in the Board of Regents (BOR) resolution 1987 and the criteria and procedures were revised by BOR resolutions in 1999, 2001, and 2019;

**WHEREAS**, Dr. Alicia Aguon, Dean of the School of Education has nominated Dr. Annette T. Santos for the title of Emerita Dean of the School of Business and Public Administration (SBPA);

**WHEREAS**, the *Rules, Regulations, and Procedures Manual*, Article II.E.5., as amended, provides the criteria for Emeritus(a) Vice President (Provost), to include ten (10) years of service as a full-time faculty member and/or administrator; at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed; and has distinguished himself/herself by making significant contributions to UOG;

**WHEREAS**, Dr. Annette T. Santos has over 20 years of service as a full-time faculty member and/or administrator at UOG;

**WHEREAS**, Dr. Annette T. Santos served a total of over eight and a half (8.5) years as Interim Dean of SBPA from August 2013 to June 2015, then as Dean of SBPA from June 2015 to July 2022;

**WHEREAS**, Dr. Annette T. Santos has distinguished herself and is known for her expertise in strategic management, a focus on student success, research in entrepreneurial innovations, and positive engagement with business, government, community, and not-for-profit sectors;

**WHEREAS**, Dr. Annette T. Santos served in numerous community and professional committees; completed over 21 publications; oversaw undergraduate and graduate academic programs in business administration, accounting, criminal justice, and public administration including minors and certificate programs in cybersecurity management, health services administration, and pre-law; sustained two specialized accreditation earned by university programs (IACBE and NASPAA); and hosted the following centers: Pacific Islands Small Business Development Center (SBDC) Network, American Samoa SBDC, Guam Procurement Technical Assistance Center, Center for Entrepreneurship and

Innovation, and the Regional Center for Public Policy;

**WHEREAS**, the enclosed nomination was reviewed and recommended for approval by the Senior Vice President & Provost, the Administrative Council, and the President; and

**WHEREAS**, the Academic, Personnel and Tenure Committee has reviewed the enclosed nomination and recommends to the BOR to award the title of Emerita Dean of SBPA to Dr. Annette T. Santos.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby bestows the title of Emerita Dean of SBPA to Dr. Annette T. Santos, effective the date of this resolution.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provido, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary



## Emeritus Administrator Nomination Form

Please refer to the full criteria, deadlines, and process in the University of Guam, Board of Regent's Bylaws Booklet of Appendices (copied at end for convenience). A current curriculum vitae that demonstrates that "significant contributions to the University of Guam" have been made by the nominee. CV must be submitted with this form.

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### Nominator section (disregard if self-nominated and fill-in the next section)

Dr. Alicia Cruz Aguon  
Nominator name

Fellow Dean  
Nominator's relationship to the nominee

[aliciaaguon@triton.uog.edu](mailto:aliciaaguon@triton.uog.edu)  
Nominator's email

(671) 735-2440  
Nominator's phone contact

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### Nominees' section

Dr. Annette Taijeron Santos  
Nominees' name

From: August 2004 To: July 2022

Nominees' length of service at UOG  
(dates that illustrate that the minimum time qualifications for this emeritus status have been met)

School of Business & Public Administration  
Nominees' unit

Dean, School of Business and Public Administration  
Nominees' job title upon retirement

annette.santos@gmail.com  
Nominees' email

(671) 688-1377  
Nominees' phone contact

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**Nominee criteria (must meet all three (3) criteria). Note, full criteria, found below, must be met - these are generic criteria.**

1. Has at least ten (10) years of service as a full-time faculty member and/or administrator at the University of Guam.
2. Has at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed.
3. Has distinguished himself/herself by making significant contributions to the University of Guam.

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**Deadlines**

At least one (1) calendar month before a normally-scheduled UOG Board of Regent's Student Affairs, Scholarship, Alumni Relations and Honorary Degree (SASARHD) committee meeting.

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**Justification for nomination**

Up to two (2) full pages (1" margins, 11 pt font) can be used for justifying the nomination request to the UOG Board of Regents. It is critical to focus this nomination information on the historical service that the nominee has performed in their (at least) ten (10) year career at UOG. It is recommended to use this file for those two (2) pages as it will keep this document together

August 15, 2021

TO: Whom it may concern

FROM: Dr. Alicia Cruz Aguon  \_\_\_\_\_  
Dean, School of Education and Acting Dean, School of Business & Public Administration

RE: Dean/Administrator Emeritus Nomination for Dr. Annette Tajeron Santos

Dr. Annette Tajeron Santos has over 25 years of combined faculty and administrator excellence in higher education. Cumulatively, she has faithfully served as an employee of the Government of Guam for more than 35 years. For the last nine years she led the School of Business and Public Administration (SBPA) as Interim Dean and then Dean.

As the Dean of SBPA she was responsible for approximately 40% of all the graduates from the University, with 7% of the total faculty. She was responsible for two out of the five specialized accreditations earned by university programs (IACBE and NASPAA). She oversaw undergraduate & graduate academic programs in business administration, accounting, criminal justice, and public administration including minor and certificate programs in cybersecurity management, health services administration, and pre-law. As dean, she also hosted the following centers: Pacific Islands Small Business Development Center Network, American Samoa SBDC, Guam Procurement Technical Assistance Center, Center for Entrepreneurship and Innovation, and the Regional Center for Public Policy.

Dr. Santos is known for her expertise in strategic management, a focus on student success, research in entrepreneurial innovations and positive engagement with business, government, community and not-for-profit sectors. She is a triton ambassador, statesperson, and a community leader throughout Guam and the region. She is a strong and passionate advocate for innovation, island wisdom, and authentic leadership. Since 2005, she has served in numerous community and professional committees, as president, member, speaker, and consultant. Her portfolio of leadership includes: Inaugural President of the Rotary Club of Pago Bay Guam; Past President of Soroptimist International of the Marianas; President of Local First Guam; Board Member of the Guam Women's Chamber of Commerce; Member of the Guam Chamber of Commerce Small Business Focus and Development Committee; Co-Chair of the University of Guam's Island Wisdom Group; Member of the U.S. Scholar Delegation to the Republic of China-Taiwan; Alumna of the FBI Citizens Academy; Recognized as one of Guam's 25 Most Influential Women; Nominated for the 2012 First Hawaiian Bank Business Woman of the Year Award; Nominated for the 2017 Guam Executive of the Year Award; Triton Awardee for 2022 Supervisor of the Year; and was among the inaugural speakers for TEDx Hagåtña in 2021.

Select accomplishments during the tenure of Dr. Santos' as Dean include, but not limited to:

1. Established the Regional Center for Public Policy
2. Established the Center for Entrepreneurship and Innovation
3. Collaboration with the Center for Island Sustainability (CIS) on the creation of a localized, comprehensive Guam Green Growth Initiative Badge Program based on the United Nations Sustainability Goals
4. Launched Startup Weekend Micronesia which ran seven simultaneous startup events throughout Micronesia: Guam, Palau, Chuuk, Kosrae, CNMI, Yap, & Pohnpei in the same weekend

5. Launched of the 3+1 Bachelor of Science in Criminal Justice Articulation Agreement with Northern Marianas College, CNMI
6. Initiated the 3+1 Bachelor of Science in Criminal Justice Articulation Agreement with Palau Community College
7. Initiated promotion of customized master's degree programs at NMC and PCC
8. Master of Accountancy Online Degree Program to be launched in November 2022
9. Initiated NASPAA Accreditation Process and earned successful awarding of the Global Standard for Masters in Public Service for UOG MPA program (official public announcement in August 2022)
10. Established the International Accounting Institute in Shanghai
11. Hybrid MPA Degree Program for the region approved by WASC
12. Launched MPA Hybrid Degree program in CNMI in partnership with NMC
13. MPA Ranking of 24<sup>th</sup> in Eduniversal Top 100 in Far East Region
14. PMBA Ranking of 31<sup>st</sup> in Eduniversal Top 100 in Far East Region
15. MPA Program Ranking in U.S. News and World Reports (UOG's first program in UOG's history to rank)
16. Host for American Samoa SBDC
17. Created the first Satellite office for SBPA in the heart of Hagåtña
18. Addition of Republic of Marshall Islands to Pacific Islands SBDC Network
19. *Tritonpreneur* Directory of Triton Owned Businesses
20. Established Academic Advisement and Assessment Coordinator positions to support student success initiatives
21. Updated Academic Degree Programs
22. Graduate Programs recipients of Institutional Prestige Award

Most recently, a scholarship was officially announced in her honor. The Dr. Annette T. Santos Na Maolek Mo'na Scholarship was created for a graduate student from the Master of Public Administration or the Professional Master of Business Administration (SBPA Graduate Programs). At the least, this will be a \$5,000 scholarship with personalized mentorship from Dr. Santos. This scholarship was a great opportunity to reach out into SBPA's stakeholder community and encourage them to give back. It is the hope to honor the legacy of Dr. Santos, promote and foster a spirit of giving. In true form, this scholarship was established to continue to help students and give the next generation of leadership a chance to find their passion, through higher education.

There is much to be said about the significance and contributions of Dr. Santos. She is more than deserving of this honor. In closing, I would like to offer an excerpt from Resolution No. 393-36 (COR) passed by i Mina'Trentai Sais Na Liheslaturan Guåhan – "...the community holds much gratitude and respect for Dr. Annette Taijeron Santos and her dedication and contributions to the University of Guam and the greater community. Her institutional knowledge and memory have helped to transform decisions and initiatives; and her strong leadership, stellar work ethic, and approach to challenges have garnered much respect from her colleagues and supervisors alike..."

Should you have any questions please do not hesitate to contact me at:  
[aliciaaguon@triton.uog.edu](mailto:aliciaaguon@triton.uog.edu).

## Annette Taijeron Santos, D.B.A.

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Address

██████████  
██████████

Phone

██████████

Email

████████████████████

### WORK EXPERIENCE

October 2006 – Present

ATS Resources

Remote

*Owner (Sole Proprietorship). Company provides strategic consulting services and business solutions to environment serving organizations. Services include: strategic planning, change management and transformations, operations management, contract facilitation, customer service training, performance appraisals, and other consulting services.*

October 2011 – Present

Local First, Guam

Remote

*President. Local First, Guam is a non-profit network of local, independent owned business and supporters that promote sustainable economic development through education, connections, and market development.*

August 2004 – July 2022

University of Guam

Mangilao, GU

- ◆ *June 2015 – July 2022 Dean, School of Business and Public Administration.*
- ◆ *August 2013 – June 2015 Interim Dean, School of Business and Public Administration*

*The Dean is the primary academic leader for the school, provides vision, oversight and direction for all programs of study. In particular, the Dean is responsible for overseeing curriculum development, program review, student learning outcomes, and faculty development for all programs within the School. The Dean is accountable for the academic health of the school and collaborates regularly with administrators across the campus to ensure academic quality and student success. The Dean also oversees business resource centers and fosters partnerships with external stakeholders in the local and regional communities.*

*The Dean also fosters relationships with Advisory Board members to ensure that programs and curricula are relevant for the workforce. The Dean develops an annual set of goals and objectives, which guide the activities of the School. Other responsibilities include: monitoring licensing, accreditation, grants and government regulations to ensure compliance; analyzes faculty and performance within disciplines and across the School to determine areas of strength and opportunities for coaching; models strict adherence to all institutional, governmental, and accreditation policies, regulations, and codes of conduct at all times. Participates in relevant committees, professional organizations, and groups.*

*Highlighted major accomplishments during my tenure, this is not a complete list of accomplishments:*

1. *Regional Center for Public Policy*

8/22/2022: Rcvd for SVPP.

2. *Center for Entrepreneurship and Innovation*
3. *3+1 Bachelor of Science in Criminal Justice Articulation Agreement with Northern Marianas College, CNMI*
4. *Initiated the 3+1 Bachelor of Science in Criminal Justice Articulation Agreement with Palau Community College*
5. *Initiated promotion of customized master's degree programs at NMC and PCC*
6. *Master of Accountancy Online Degree Program to be launched in November 2022*
7. *NASPAA Accreditation Application process. Accreditation awarded for UOG MPA program, July 2022*
8. *Established the International Accounting Institute in Shanghai*
9. *Hybrid MPA Degree Program for the region approved by WASC*
10. *Launched MPA Hybrid Degree program in CNMI in partnership with NMC*
11. *MPA Ranking in Eduniversal Top 100 in Far East Region*
12. *PMBA Ranking in Eduniversal Top 100 in Far East Region*
13. *MPA Program Ranking in U.S. News and World Reports*
14. *Host for American Samoa SBDC*
15. *Addition of Republic of Marshall Islands to Pacific Islands SBDC Network*
16. *Tritonpreneur Directory of Triton Owned Businesses*
17. *Established Academic Advisement and Assessment Coordinator positions to support student success initiatives*
18. *Updated Academic Degree Programs*
19. *Graduate Programs recipients of Institutional Prestige Award*

*Fall 2010 –Spring 2013*

*University of Guam*

*Mangilao, GU*

*Associate Professor, Management in the College of Professional Studies, School of Business and Public Administration. Performed faculty duties including Instruction, Creative/Scholarly Activity or Research and University/Community Service.*

*Spring 2010 –Spring 2013*

*University of Guam*

*Mangilao, GU*

*Program Chair, Professional Master of Business Administration. Duties included planning and organizing activities of the PMBA program; hold regular monthly meetings; work with program faculty on course and program development and planning; student recruitment and retention and other related activities. Served as advocate for the academic quality and integrity of the PMBA program; coordinated Information Sessions to the public to promote the PMBA program.*

*Fall 2004 – Spring 2011*

*University of Guam*

*Mangilao, GU*

*Asistant Professor, Management in the College of Professional Studies, School of Business and Public Administration. Performed faculty duties including Instruction, Creative/Scholarly Activity or Research and University/Community Service. Courses taught and Areas of Expertise: Organizational Management; Business Policy and Strategy; Operations Management; Entrepreneurship; and Strategic Leadership and Ethics.*

August 2000 – July 2005                      Alliant International University                      San Diego, CA

*Adjunct Faculty, Management in the U.S. International University, College of Business. Taught undergraduate business courses. Courses taught: Introduction to Business; Management of Organizations; International Business Operations; and Strategic Management.*

August 2001 – January 2002                      Alliant International University                      San Diego, CA

*Undergraduate Advisor in the U.S. International University, College of Business. Conducted academic advisement on a regular basis; registered undergraduate business students for their courses.*

October 1997 – August 1999                      University of Guam                      Mangilao, GU

*Executive Assistant to the President, Executive Office of the University of Guam. Executed operational and administrative details and administrative functions that required a thorough knowledge of University policies, procedures, and operations and an understanding of the University's role within the community. Maintained contact with members of the Board of Regents, senior administrators and staff, public and private officials, students, and parents. Exercised initiative and independent judgment in managing the President's schedule and the office's daily activities. Used discretion in the dissemination of information to faculty, students, staff and the various publics served by the University and coordinated activities with administrative units of the University.*

March 1997 – October 1997      University of Guam                      Mangilao, GU

*Ombudsperson/Special Assistant to the President, Executive Office of the University of Guam. Provided informal assistance that allowed the UOG community to positively work through existing administrative processes; listened to concerns with the aim of proposing various options for positive resolution, providing information, and making referrals. Served as a neutral resource for members of the University community for fairness and for positive, civil, and courteous resolution of conflicts at the earliest possible stage.*

*Work experience prior to 1997 can be made available upon request.*

#### EDUCATION

August 1999 – May 2004                      Alliant International University                      San Diego, CA  
Doctorate in Business Administration  
Strategic Management Program

August 1997 – June 1999                      University of Guam                      Mangilao, GU  
Master in Business Administration

August 1989 - December 1994	University of Guam B.A. in Psychology	Mangilao, GU
August 1986 - December 1988	Guam Community College Business/Criminal Justice Courses	Mangilao, GU

## PUBLICATIONS

- Storie, M., Santos, A., Rojas, G., Taitano, M., The Death of George Floyd as a Call to Action for community self-reflection, an open forum panel discussion as part of the Panel member in UOG- sponsored virtual "Courageous Conversations. Oct 2020.
- Santos, Annette (Ongoing). Marianas Business Journal. Regular contributor to Business Column.  
*The summer is a time to plan* (June 2019)  
*Celebrate administrative professionals!* (April 2019)  
*Leadership ecosystem* (December 2018)  
*Hidden in plain sight* (April 2018)
- Santos, Annette (Work in progress). University Center as a means of building local entrepreneurship.
- Santos, Annette (Work in progress). Kristal Koga, Fashion Designer: Kristal Collections. For submittal to case study journal.
- Taijeron, Philip S.N., Jr. and Annette T. Santos (In progress). Border Enforcement Department: A Facilitator of Commerce or Constraint of Economic Growth. (Expected completion May 2015).
- Taijeron, Philip S.N., Jr. and Annette T. Santos, D.B.A. (2015). "Border Enforcement Department: A Facilitator of Commerce or Constraint of Economic Growth," International Conference on Business, Economics, and Information Technology, Tumon, Guam, March 23-24, 2015.
- Santos, Annette and D. Mendiola-Hertslet. (Work in progress). "How to Start a Valued Added Business on Guam" in Denise Mendiola-Hertslet, Gena Rojas, Fred Schumann, et al. editors, *OVOP Guidebook*. (Expected completion May 2015).
- Schumann, F., A. Borja-Enriquez, D. Mendiola-Hertslet, A. Santos. (2014). "Small Island Sustainability via the Implementation of the One Village One Product Strategy," 5<sup>th</sup> Annual Regional Island Sustainability Conference Hyatt Regency Guam, April 15-16, 2014. Sponsored by University of Guam, Center for Island Sustainability.
- Santos, Annette. (2013). "Correlating Entrepreneurial Orientation, Firm Strategy and Firm Performance: A Study of Businesses on Guam," International Conference on Business, Economics and information Technology, Cairns, Australia, March 18-19, 2013.
- Santos, Annette and Joyce Gamboa (2012). Suette Corner Store. Journal of the International Academy for Case Studies, Volume 15, Special Issue, 2009 ISSN 1078-4950.
- Gamboa, Joyce and Annette Santos. (2011). "The Evolving Business Model with Convenience Stores on Guam: Suette Corner Store Case Study," International Conference on Business, Economics and Information Technology, Ho Chi Minh City, Vietnam, February 28-March 1, 2011.
- Santos, Annette Taijeron and Ms. Melanie Cayabyab Santos. (2011). An Inspiration: Maintstreet Delicatessen and Bakery. Journal of the International Academy for Case Studies, Volume 17, Special Issue, Number 3, 2011 ISSN 1078-4950.
- Santos, Annette and Melanie Santos (2010). "An Inspiration: Maintstreet Delicatessen and Bakery," International Conference on Business, Economics and Information Technology, Seoul, Korea, March 1-2, 2010.
- Santos, Annette Taijeron (2010). Denise Mendiola-Hertslet: A Woman Entrepreneur's Journey to Coffee, Just the Beginning. International Journal of Entrepreneurship, Volume 14, Special Issue, 2010 ISSN 1099-9264.

- Ruane, Maria Claret, Santos, Annette Tajeron, Enriquez, Anita Borja. (2009). Survey of Federal Contracting by Small Businesses on Guam. *Academy of Entrepreneurship Journal*. Vol 16, Issue 1. 2010 ISSN: 1087-9595
- Colfax, Richard, Annette T. Santos, and Joann Diego. (2009). Virtual Leadership: A Green Possibility in Critical Times, But Can it Really Work? International Conference on Business, Economics, and Technology in Nagoya, Japan.
- Santos, Annette T. (2009). Going Green: The Impact on Higher Education Institutions. *Journal of International Business Research*. Volume 8, Special Issue 2, ISSN: 1544-0222
- Santos, Annette T. (2009). "Going Green: The Impact on Higher Education Institutions." International Conference on Business, Economics, and Technology, Nagoya, Japan (2009).
- Santos, Annette, T. and Jennifer Dacanay. (2009). Lorna Valdez on Cooking Up a Business: Lorwill's BBQ Stand. *Journal of the International Academy for Case Studies*, Volume 15, Special Issue, 2009 ISSN 1078-4950
- Santos, Annette. 2007. The Influence of Environmental Turbulence on the Strategy-Performance Relationship Among New Venture Start-Ups: The High-Tech and Biotech Industry. Presented: International Guam 2007 Conference. Published: *Journal of International Business Research*.
- Santos, Annette and Marilyn Salas. "Estao Fino' Chamorro – Status of the Chamorro Language." Sponsored by ANA Grant through Department of Chamorro Affairs and University of Guam. Submitted: November 2005.
- Santos, Annette. "The Influence of Entrepreneurial Orientation, Environmental Turbulence, and Focus of Attention on the Strategy-Performance Relationship." DBA Dissertation. Alliant International University, May 2004.

Member, Dissertation Committee of Jezzica Dela Pena (2014). Male and female perspectives on women's success strategies and cultural experiences for achieving leadership positions in a male-dominated field in Guam, Capella University, Publication Number: 3611261

Editorial Review Board, *Journal of International Business Research*, Volume 9, Special Issue 2, 2010.  
 Editorial Review Board, *Journal of International Business Research*, Volume 9, Special Issue 1, 2010.  
 Editorial Review Board, *Journal of International Business Research*, Volume 7, Special Issue 3, 2008.  
 Editorial Review Board, *Journal of International Business Research*, Volume 7, Special Issue 2, 2008.  
 Editorial Review Board, *Journal of International Business Research*, Volume 7, Special Issue 1, 2008.

Member, Site Visit Team, Partnership Review of Rigos, Inc. (Hong Kong), November 2013.

Member, Site Visit Team, Partnership Review of Japan IAI, 2015- Present

## PROFESSIONAL and ACADEMIC ACTIVITIES

### **Professional Engagement – Select Recent Activities:**

Lead Organizer/Convener, LEAD IN Micronesia (2021- Present)

Member, Guam Recovery Initiative, Government of Guam Funded (2019-Present)

Elected Member, Guam Women's Chamber of Commerce Board of Directors (2019)

Nominee, Guam Business Executive of the Year (2018)

Named one of Top 25 Most Influential Women on Guam (2017)

Member, Center for Island Sustainability Conference Steering Committee (November 2016). Appointed by President.

Member, Guam Women's Chamber of Commerce (October 2016)

Board Member, Guam Women's Chamber of Commerce (January 2019-December 2020)

Member, Pacific Asia Travel Association (PATA) (May 2016-April 2017)  
Elected Vice Chair, University of Guam Regent Nominating Council (May 2016-May 2018) Elected Member of the UOG Administrative Council.  
Participant, Workforce Development course, International Economic Development Council (October 2015)  
Participant, International Economic Development Council 2015 Annual Conference (October 2015)  
Member, Workforce Development Training, Diverse Community, US Attorney General's Office (April 2015-Present)  
Member, 2016 Selection Committee for the Guam Business Hall of Fame Awards, Guam Chamber of Commerce  
Member, 2015 Selection Committee for the Guam Business Hall of Fame Awards, Guam Chamber of Commerce  
Past President and Member, Rotary E-Club of Pago Bay Guam (2016-Present)  
Inaugural President, Rotary E-Club of Pago Bay Guam (June 12, 2014 – June 12, 2016)  
Delegate, 2014 U.S. Scholar, Taipei City, Taiwan (Summer 2014)  
President, Local First! Guam Board (2013- Present)  
Member, International Economic Development Council Institution (2013 – Present)  
Graduate, 6<sup>th</sup> FBI Citizens Academy (November 2013)  
Alumna, FBI Guam Citizens Academy (2013-Present)  
Member, One Village, One Product Project Team (Fall 2012 – Present)  
Associate Member, Guam Chamber of Commerce, Small Business Focus and Development Committee (August 2013 – Present)  
Judge, Dave J. Santos Scholarship Selection Committee, Guam Chamber of Commerce (Fall 2013 – Present)  
Member, Guam Veterans' Business Outreach Center Advisory Board (August 2013–2015)  
Member, Pacific Islands' Small Business Development Center Advisory Board (January 2015-Present)  
Member, Guam Womens' Chamber of Commerce (September 2013 – Present)  
Member, Rotary Club of Tumon Bay Guam (August 2013 – June 2014)  
Nominee, Guam Business Woman of the Year, 2012  
Facilitator, Profit Mastery, December 2011  
Participant, Leadership Process: Motivating Achievement (LPMA) Conference, Spencer, Shenk, Capers and Associates, Inc., February 2012  
Member, SBPA Hagåtña Revitalization Project Team (Fall 2010 – Spring 2013)  
Experiential Classroom (September 2009)  
CCLDI Summer Development Academy (July 2009)  
U.S. Association for Small Business and Entrepreneurship Conference (January 2009)

**Academic Engagement, Select Recent Activities:**

Secretary, IACBE Region 8: Western (2019-2022)  
Member, UOG Innovation and Engagement Advisory Committee (2019)  
Member, UOG Strategic Planning Group, Phase II (May 2019-Present). Co-Chair of SI-7 Island Wisdom, Program Expansion and Island Sustainability and Member, SI-6 Research, Innovation and Creativity Hub (RICH).  
Member, OIT Ad Hoc Committee (June 2019)  
Member, Snake Pit Competition Judges Panel (2015-2022)  
Participant, International Conference on Business, Economics, and Information Technology (2007-Present)  
Member, Student Success and Innovation Team (2015-2017). Advising Group and Steering Committee.

Member, Student Success and Innovation Team, Data Group, 2015-2017.  
Participant, 2015 AASCU Academic Affairs Winter Meeting (February 2015)  
Member, Startup Weekend Guam – Startup Weekend Micronesia as Mentor, Judge (2015-2022)  
Participant, 2014 NASPAA Annual Conference (November 2014)  
Participant, Noel-Levitz 2014 National Conference on Student Recruitment, Marketing and Retention (July 2014)  
Participant, ARC: 2014 WASC Academic Resource Conference (April 2014)  
2<sup>nd</sup> Annual Faculty Marketing Innovation Forum 2014 (February 2014)  
2013 Higher Education Government Relations Conference (December 2013)  
Member, Academic Officers Council (Fall 2013 – Present)  
Member, Administrative Council (Fall 2013 – Present)  
Co-Chair, WASC Writing Team, Section V, Student Success (Fall 2014 – May 2016)  
Member, WASC Steering Committee (Fall 2014 – May 2016)  
Chair, SBPA-AAC (Fall 2013 – Present)  
Member, UOG Deans' Council (2015-2022)  
Member, Teach Out Policy Ad Hoc Committee/AOC (Fall 2013 – Spring 2015)  
Presenter, Historic Hagåtña Corridors Presentation (2012)  
Member, International Tourism-Marketing Faculty Search Committee (Spring 2011 – Fall 2012)  
Member, Reappointment Committee for Martha Suez-Sales (Fall 2012)  
U.S. Economic Development Administration Seattle 2012 Regional Training Conference (April 2012)  
AACSB Asia Pacific Accreditation Conference (October 2011)  
Saving Places 2011: Exploring the Benefits of Preservation Conference (February 2011)  
Member, Committee on Human Research Subjects (Fall 2010 – Spring 2013)  
Member, Promotion and Tenure Committee (Fall 2011 – Fall 2012)  
Secretary, Promotion and Tenure Committee (Fall 2011-Fall 2012)  
President's Representative, Affordable Housing Coordinating Council (Fall 2011 – Spring 2013)  
Faculty Advisor, Entrepreneur Society (Fall 2010 – Spring 2013)  
Program Chair, Professional MBA Program (AY 2010 – Spring 2013)  
Faculty Guide, PMBA International Engagement Project in Vietnam (April 2011)  
Member, University Assessment Committee (Spring 2008 – Spring 2011)  
Chairperson, UOG General Education Review Committee, Sub-Committee of the UOG Faculty Senate (Fall 2009 to Spring 2010)  
Member, UOG General Education Review Committee, Sub-Committee of the UOG Faculty Senate (Fall 2006 – Spring 2009; Fall 2010-Spring 2011)  
Member, Accounting Faculty Search Committee (Spring 2006 to Fall 2007)  
Chairperson, SBPA Assurance of Learning Committee (Spring 2006 to Fall 2008); Member (Spring 2009 – Spring 2013)  
Member, WASC Capacity and Preparatory Review Team on Institutional Efficiency and Effectiveness (Fall 2006)  
Faculty Advisor, Society for Human Resource Management UOG Student Chapter (Spring 2006 – Spring 2008)  
Faculty Advisor, Soroptimist SIGMA Society (Spring 2006 – Spring 2013)  
Coordinated the SBPA Student Awards Ceremony (Spring 2006)  
Assisted SBPA Acting Administrative Chair, Dr. Anita B. Enriquez with implementing strategic initiatives for AACSB pre-candidacy status. (AY2005 to 2006)  
Chair, Information System and Technology Assistant Instructor Search Committee (Spring, 2005)  
Member, SBPA - AACSB Assessment and Accreditation Team (Fall 2005)  
Faculty Advisor to UOG Student Government Association (AY 2005 – 2007; Fall 2012)

Faculty Advisor, School of Business and Public Administration (Fall 2004 – Present)

Member, Academy of Management (Fall 2004 to Spring 2006)

Reviewer, Academy of Management (Fall 2004 to Spring 2005)

## COMMUNITY SERVICE ENGAGEMENT

- Mentor, Guam Women’s Chamber of Commerce Mentor Program (May 2022)
- Speaker, TEDxHagatna, “You have the power to rescript your life.” Link: <https://youtu.be/GWxwqlen-Cg> (2021)
- Co-Lead, Take a Book, Leave a Book project, Piti Mayor’s Office (2021)
- Presenter, Docomo Pacific Webinar, “Reconnecting Guam: Tourism’s Path Forward” (2020)
- Mentor, Guam Young Professionals 2018 Mentorship Program.
- Speaker, Docomo Pacific WIN Speaker Series (2018)
- Judge, Miss World Guam 2018
- Judge, Violet Richardson Award, Soroptimist International of the Americas Founder Region (2016, 2017)
- Appointed Chair, UOG President’s Expense Reduction Task Force (November-December 2020)
- Appointed Member, UOG Promotion and Tenure Ad Hoc Review Committee (August 2020-May 2022)
- Member, UOG Regent Nominating Council (2016-2019), Elected representative of the UOG Administrative Council
- Member, UOG Sexual Harassment and Consensual Relationships Review Committee (Fall 2015-Spring 2016)
- Judge, Guam History Day, High School Research Paper Category (March 2015; March 2016, March 2017)
- Judge, Guam Chamber of Commerce, Laureate of the Year Award (March 2014, 2015, 2016)
- Chairperson, Notre Dame High School Board of Directors (October 2015)
- Member, Notre Dame High School Strategic Planning Steering Committee (September 2015)
- Speaker, 2014 Rotaract Youth Leadership Conference, Rotaract Guam of the Marianas
- Speaker, Guam Adventist Academy 2013 Career Day
- Consultant, Guam Power Authority. Strategic Planning; Budget Planning, and Professional Development workshops. (June 2009 – May 2012).
- Consultant, Guam Waterworks Authority. Strategic Planning Sessions. (August 2009).
- Consultant, Consolidated Commission on Utilities. Executive Performance Appraisal Project. (October 2006 to May 2012)
- Confirmation Teacher, San Vicente Parish (August 2010-May 2013).
- Lector, San Vicente Parish (August 2010 – Present)
- Co-Facilitator, Strategic Planning Group, Academy of Our Lady of Guam. Hagåtña, GU. (February 2007 to March 2007)
- Board Member and Member, Soroptimist International of the Marianas (2009; Secretary 2010; Vice President/President-Elect 2011)
- Member, Planning and Launching Group, James L. and Rosita S. Adkins Foundation (October 2006 to December 2006; 2007)
- Speaker, Notre Dame High School Career Day. Topic: Business Education. (2006; 2007)
- Excellent Customer Care Training to employees and supervisors of the Department of Public Health and Social Services, Division of Welfare through the University of Guam’s HLATTE Office. February to May 2005.

- Research with Dr. Marilyn Salas on a grant through ANA on a study of the Use of Chamorro Language. Joint research endeavor between the Department of Chamorro Affairs and the Center of Excellence for Chamorro Culture and Language. Project span: December 2004 to November 2005.

## REFERENCES

Available upon request.



UNIVERSITY OF GUAM  
UNIBETSEDÅT GUÅHAN  
Board of Regents

Resolution No. 22-41

**RELATIVE TO AWARDING EMERITUS DIRECTOR OF WATER & ENVIRONMENTAL  
RESEARCH INSTITUTE OF THE WESTERN PACIFIC STATUS  
TO DR. JOHN W. JENSON**

**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 Western Pacific region;

**WHEREAS**, the authority to bestow the title of Emeritus Director is vested in the Board of Regents (BOR) resolution 1987 and the criteria and procedures were revised by BOR resolutions in 1999, 2001, and 2019;

**WHEREAS**, Dr. Ross Miller, Interim Director of the Water & Environmental Research Institute (WERI) of the Western Pacific has nominated Dr. John W. Jenson for the title of Emeritus Director of WERI;

**WHEREAS**, the *Rules, Regulations, and Procedures Manual*, Article II.E.5., as amended, provides the criteria for Emeritus Director, to include ten (10) years of service as a full-time faculty member and/or administrator; at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed; and has distinguished himself/herself by making significant contributions to UOG;

**WHEREAS**, Dr. John W. Jenson has over 29 years of service as a full-time faculty member and/or administrator at UOG;

**WHEREAS**, Dr. John W. Jenson served a total of over six (6) years as Interim Director of WERI from August 2016 to September 2022;

**WHEREAS**, Dr. John W. Jenson has distinguished himself and is known for his expertise in both basic and applied aspects of island groundwater hydrology and environmental science, of which his research portfolio, including the thesis work of his students, included: mapping the Northern Guam Lens Aquifer (NGLA); numerical modeling of the NGLA, Pacific Island atoll aquifers; the evolution of limestone island aquifers in general, and NGLA in particular; hydrologic characteristics of the NGLA, including percolation, recharge, discharge, hydraulic properties, and long-term salinity patterns and trends in Guam's production wells; and the reconstruction of the prehistoric climatic conditions of Guam and the west Pacific region; management of the NGLA and protection of groundwater quality. Dr. Jenson's applied work on Guam's drinking water includes assessment of sinkholes and other drainage features on new construction sites, evaluation of newly drilled and rehabilitated wells, evaluation of rehabilitation potential for long-out-of-service wells, and reconnaissance of promising sites for new production wells. Recently

completed work includes a hydrogeologic study of Santa Rita Spring to provide engineering design recommendations to Guam Waterworks Authority for rehabilitation. He is currently working with the Guam Environmental Protection Agency to develop an updated approach to aquifer protection, which will account for economic constraints as well as hydrologic conditions;

**WHEREAS**, Dr. Jenson's service to UOG includes service as Chair of the Faculty Council Executive Committee and member of the Faculty Senate Organizing Committee, (1999-2000); member of the UOG Presidential Search Committee, 2001; and President of the First (1st), Second (2nd), and Fourth (4th) Faculty Senates, and at other times as Senate Parliamentarian and Chair of its Standing Committees on Institutional Excellence and Faculty Excellence during a total of fifteen (15) years of service in the Faculty Senate;

**WHEREAS**, as Director of WERI from 2016 to the present, Dr. Jenson fostered interagency working relationships, internal and external scientific collaborations, strategic planning, quality management, and continued commitment to providing reliable and objective scientific support for the benefit of Guam and the Western Pacific region. WERI retained its place as one of the top-rated among the nation's fifty-four (54) water resources research institutes, with the United States Geological Survey rating it as one (1) of the twelve (12) outstanding institutes in the latest five (5)-year review. Dr. Jenson's term as WERI Director also saw the rehabilitation and expansion of the Comprehensive Water Monitoring Program, along with the implementation of the One Guam Water Resources Information Program and the acquisition of funding for a new building for WERI, with expanded laboratory and teaching facilities;

**WHEREAS**, the enclosed nomination was reviewed and recommended for approval by the Administrative Council, Senior Vice President & Provost, and President; and

**WHEREAS**, the Academic, Personnel and Tenure Committee has reviewed the enclosed nomination and recommends to the BOR to award the title of Emeritus Director of WERI to Dr. John W. Jenson.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby bestows the title of Emeritus Director of WERI to Dr. John W. Jenson, effective the date of this resolution.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provideo, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary



## Emeritus(a) Vice President or Provost, Dean, or Director Nomination Form

A current curriculum vitae describing nominee's times in positions and significant contributions **must** be submitted with this form.

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### Nominee Information

Name of Nominee: John W. Jenson

Rank/Specialty (at Retirement): Professor/Director Unit: WERI

Years of Service as FT Faculty and/or Administrator at UOG: 29 Retirement Date: Oct 1, 2022

Emeritus(a) Position Requested: Director Years of Service in Position: 6

Mailing Address: [REDACTED]

Email address: jjenson@triton.uog.edu Contact Number(s): [REDACTED]

---

### Nominator Information

*(Complete this section only if you are not the nominee.)*

In addition to self-nominations, a nomination must originate from one of the following:  
immediate supervisor.

Name of Nominee or Immediate Supervisor: Rachel T. Leon Guerrero

Email address: rachaeltlg@triton.uog.edu Contact Number(s): 671-735-2170

---

**Criteria for Emeritus(a) Vice President or Provost, Dean, or Director**

(Nominee *must* meet all three (3) criteria for eligibility)

1. Has at least ten (10) years of service as a full-time faculty member and/or administrator at the University of Guam.
2. Has at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed.
3. Has distinguished himself/herself by making significant contributions to the University of Guam.

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**Nomination Procedures for Emeritus(a) Vice President, Dean, or Director**

1. Requests for Emeritus(a) status originate from the individual or from the immediate supervisor of the administrator.
2. The requests are submitted consecutively in the following order: appropriate Administrative Supervisor, Administrative Council, appropriate Vice President (if applicable), and President. Each shall make a recommendation, in turn, to the Board of Regents.
3. Nominations for the titled status of Emeritus(a) Vice President or Provost, Dean, or Director shall begin with the submission of the nomination form, with a current curriculum vitae (CV) attached, to the immediate supervisor from which the nominee is serving or has retired.
4. Nominations shall be reviewed by the appropriate Administrative Supervisor, Admin Council, appropriate Vice President (if applicable), and President. If the appropriate Administrative Supervisor is also a Vice President, then both forms should be signed. The difference is that the concurrence as the respective Vice President also includes informing the President of the Society of Emeritus Professors & Retired Scholars (SEPRS) of the application.
5. The Board of Regents shall have the final determination concerning the granting of the Emeritus(a) status. It is the responsibility of the Executive Secretary of the BOR to notify both the newly granted Emeritus(a) Vice President or Provost, Dean, or Director and the President of SEPRS of the conferred status. The newly granted Emeritus(a) Vice President or Provost, Dean, or Director shall be presented with a certificate of recognition of status by the UOG President.

## MEMORANDUM

**TO: Dr. Anita Enriquez Borja, SVPP**

**FROM: Dr. Rachael Leon Guerrero, Vice Provost**



**DATE: October 14, 2022**

**RE: Nomination of Dr. John Jenson as Emeritus Director**

---

On behalf of the WERI team, I would like to submit the attached nomination packet for Dr. John W. Jenson, who has over 29 years of service as a full-time faculty member and/or administrator at UOG. Dr. Jenson is being nominated for Emeritus Director, and the following information will provide some insights into his incredible contributions to the University of Guam over the past three decades.

Dr. John W. Jenson has distinguished himself and is known for his expertise in both basic and applied aspects of island groundwater hydrology and environmental science, of which his research portfolio, including the thesis work of his students, included: mapping the Northern Guam Lens Aquifer (NGLA); numerical modeling of the NGLA, Pacific Island atoll aquifers; the evolution of limestone island aquifers in general, and NGLA in particular; hydrologic characteristics of the NGLA, including percolation, recharge, discharge, hydraulic properties, and long-term salinity patterns and trends in Guam's production wells; and the reconstruction of the prehistoric climatic conditions of Guam and the west Pacific region; management of the NGLA and protection of groundwater quality. Dr. Jenson's applied work on Guam's drinking water includes assessment of sinkholes and other drainage features on new construction sites, evaluation of newly drilled and rehabilitated wells, evaluation of rehabilitation potential for long-out-of-service wells, and reconnaissance of promising sites for new production wells. Recently completed work includes a hydrogeologic study of Santa Rita Spring to provide engineering design recommendations to Guam Waterworks Authority for rehabilitation. He is currently working with the Guam Environmental Protection Agency to develop an updated approach to aquifer protection, which will account for economic constraints as well as hydrologic conditions

Dr. Jenson's service to UOG includes service as Chair of the Faculty Council Executive Committee and member of the Faculty Senate Organizing Committee, (1999-2000); member of the UOG Presidential Search Committee, 2001; and President of the First (1st), Second (2nd), and Fourth (4th) Faculty Senates, and at other times as Senate Parliamentarian and Chair of its Standing Committees on Institutional Excellence and Faculty Excellence during a total of fifteen (15) years of service in the Faculty Senate.

As Director of WERI from 2016 to the present, Dr. Jenson fostered interagency working relationships, internal and external scientific collaborations, strategic planning, quality management, and continued commitment to providing reliable and objective scientific support for the benefit of Guam and the Western Pacific region. WERI retained its place as one of the top-rated among the nation's fifty-four

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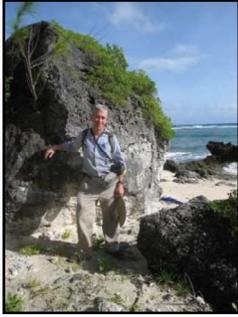
(54) water resources research institutes, with the USGS rating it as one (1) of the twelve (12) outstanding institutes in the latest five (5)-year review. Dr. Jenson's term as WERI Director also saw the rehabilitation and expansion of the Comprehensive Water Monitoring Program, along with the implementation of the One Guam Water Resources Information Program and the acquisition of funding for a new building for WERI, with expanded laboratory and teaching facilities

Dr. Jenson is very deserving of the distinction and an 'Emeritus Director' status. Please contact me if you have any questions.

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## John W. Jenson, PhD

Director, Chief Hydrogeologist & Professor of Environmental Geology  
Water & Environmental Research Institute of the Western Pacific  
University of Guam

Mangilao, GU 96923

Phone: 671-735-2689 (GMT+10 hr)

jjenson@triton.uog.edu

*Ph.D. Geology (minors in Civil Engineering, Water Resources), Oregon State University*

*M.A. Applied Economics, University of Michigan*

*B.S. Economics, US Air Force Academy, Distinguished Graduate*

Dr. Jenson's research encompasses both applied and fundamental aspects of island groundwater hydrology and environmental science. Recent work on Guam's groundwater includes assessments of sinkholes and other drainage features on new construction sites, evaluation of newly-drilled and rehabilitated wells, evaluation of rehabilitation potential for long-out-of-service wells, and reconnaissance of promising sites for new production wells in Guam's 120+ production-well system. Past applied work includes a comprehensive hydrogeological evaluation of the stormwater drainage potential of a large sinkhole on Andersen Air Force Base, adjacent to an aircraft parking facility. Recently completed work includes a hydrogeologic study of Santa Rita Spring to provide engineering design recommendations for rehabilitation, and a numerical modeling study to evaluate sustainable yield from the Northern Guam Lens Aquifer. Recent work also includes a hydrogeologic field study of the Finegayan Basin, northwest Guam; a field study of vadose percolation in the aquifer; and a long-term study of salinity patterns and trends in Guam's production wells. Basic geological projects have included mapping the geology of the Northern Guam Lens Aquifer and updating the general geologic map of Guam. Previous regional work includes field and numerical modeling studies of atoll island aquifers in the Caroline Islands. From 1997 through 2013, Dr. Jenson collaborated with Dr. John Mylroie of Mississippi State University to develop and apply the *Carbonate Island Karst Model* to the region's tectonically active limestone-capped islands: Guam, Saipan, Tinian, and Rota in the Mariana Islands, and Fais, the one raised limestone island in the Caroline Islands. Work on Fais also included a survey of water resource potential, water-use patterns, and recommendations for integrated use of groundwater wells and rainwater catchments for meeting routine and emergency needs. Dr. Jenson's basic scientific research activities also include collaborative work with Dr. Jay Banner, University of Texas-Austin, to characterize Guam paleoclimate from speleothems and corals, along with related topics, including sea-level history, coastal speleogenesis and the hydrogeological evolution of the aquifer. Earlier work includes modeling dynamic behavior of ice sheets and evaluating underlying hydrological processes. Dr. Jenson also served 30 years total active and reserve service in the US Air Force, retiring at the rank of colonel in 2005.

### Graduate Students Advised and Theses Completed (short titles)

1. John Jocson, MS, 1998: Recharge of the Northern Guam Lens Aquifer from a Modeling Study
2. \*Danko Taboroši, MS, 2000: Karst Inventory of Guam
3. Mauryn McDonald, MS, 2001: Salinity on Guam Water Wells
4. David Moran, MS, 2002: Dye Trace of Harmon Sink, Guam
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6. Monty Keel, MS, 2005 (w/John Mylroie, MSU): Karst Features of Rota
7. Curt Wexel, MS, 2006: Karst Features of Saipan
8. \*Robert MacCracken, MS, 2006: Water Resources of Fais Island, Federated States of Micronesia
9. Michelle Hoffman, MS, 2007: Fluorescence in Guam's Coastal Waters
10. \*Ryan Bailey, MS, 2008: A Groundwater Model for Atoll Island Aquifers
11. \*Blaž Miklavič, MS, 2010 (w/John Mylroie, MSU): Pleistocene Sea-Level History of Guam
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18. \*Kaylyn Bautista, MS, 2017: Vadose hydrology of Jinapsan Cave, Guam
19. Paul Bourke, MS, 2020: Hydrogeology and Rehabilitation of Santa Rita Spring, Guam
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\*Winners of UOG Presidential Thesis Award for outstanding graduate thesis of the year

\*Went on to earn Ph.D.

### Journal articles (five most recent)

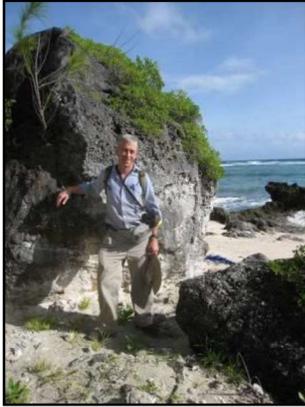
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## **Professional Reports**

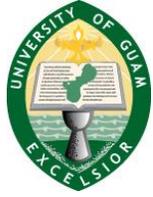
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J. Jenson, Y. Kim, M. Yeo, "Hydrogeologic assessment of newly-breached sinkholes in sectors T25, L33, AH28 and AL25 in the J-001B Finegayan utilizes and site improvements project, phase 1, Marine Corps Activity Guam", RCUOG to Granite- Obayashi a Joint Venture, (July 2020).

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UNIVERSITY OF GUAM  
UNIBETSEDĀT GUÅHAN  
Board of Regents

Resolution No. 22-42

**RELATIVE TO AWARDING EMERITA VICE PROVOST OF INSTITUTIONAL  
EFFECTIVENESS TO DEBORAH D. LEON GUERRERO**

**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**, the authority to bestow the title of Emerita Vice Provost is vested in the Board of Regents (BOR) in 1987 and the criteria and procedures were revised by BOR resolutions in 1999, 2001, and 2019;

**WHEREAS**, the Dean of University Libraries has nominated Deborah D. Leon Guerrero for the title of Emerita Vice Provost of Institutional Effectiveness on behalf of the Senior Vice President and Provost (SVP/P) who endorses the nomination;

**WHEREAS**, the *Rules, Regulations, and Procedures Manual*, Article II.E.5., as amended, provides the criteria for Emeritus(a) Vice President (Provost), to include ten (10) years of service as a full-time faculty member and/or administrator; at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed; and has distinguished himself/herself by making significant contributions to UOG;

**WHEREAS**, Deborah D. Leon Guerrero has over 20 years of service as a full-time faculty member and/or administrator at UOG;

**WHEREAS**, Deborah D. Leon Guerrero served over 14 years in the position whose title has changed from Director, Academic Assessment/Institutional Researcher, to Assistant Vice President of Institutional Effectiveness, to the current position title of Vice Provost of Institutional Effectiveness;

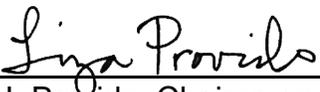
**WHEREAS**, Deborah D. Leon Guerrero is highly regarded for her sound decision-making and team-building abilities, collegiality, humility, good nature, and tireless commitment to the University's mission of *Ina, Deskubre, Setbe*. She is a professional at UOG dedicating her experience and knowledge as a strong responsible leader, and provided exceptional customer service to students, faculty, and the local community; and provided valuable influence in working with the Administration, faculty, staff and students in addressing issues impacting UOG;

**WHEREAS**, the enclosed nomination was endorsed by the SVP/P, and reviewed and recommended for approval by the Administrative Council and the President; and

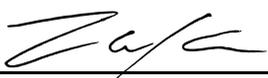
**WHEREAS**, the Academic, Personnel, and Committee has reviewed the enclosed nomination and recommends to the BOR to award the title of Emerita Vice Provost of Institutional Effectiveness to Deborah D. Leon Guerrero.

**NOW, THEREFORE, BE IT RESOLVED**, that the BOR hereby bestows the title of Emerita Vice Provost of Institutional Effectiveness to Deborah D. Leon Guerrero, effective the date of this resolution.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provide, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary



## Emeritus(a) Vice President or Provost, Dean, or Director Nomination Form

A current curriculum vitae describing nominee's times in positions and significant contributions **must** be submitted with this form.

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### Nominee Information

Name of Nominee: Deborah D. Leon Guerrero

Rank/Specialty (at Retirement): Vice Provost Unit: Institutional Effectiveness

Years of Service as FT Faculty and/or Administrator at UOG: 20 Retirement Date: Sept 29, 2022

Emeritus(a) Position Requested: Vice Provost Years of Service in Position: 14

Mailing Address: 1 [REDACTED]

Email address: deborah@triton.uog.edu Contact Number(s): [REDACTED]

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### Nominator Information

*(Complete this section only if you are not the nominee.)*

In addition to self-nominations, a nomination must originate from one of the following:  
immediate supervisor.

Name of Nominee or Immediate Supervisor: Anita Borja Enriquez

Email address: abe@triton.uog.edu Contact Number(s): 671-735-2994

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**Criteria for Emeritus(a) Vice President or Provost, Dean, or Director**

(Nominee *must* meet all three (3) criteria for eligibility)

1. Has at least ten (10) years of service as a full-time faculty member and/or administrator at the University of Guam.
2. Has at least three (3) years of service in the position for which the Emeritus(a) status is to be bestowed.
3. Has distinguished himself/herself by making significant contributions to the University of Guam.

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**Nomination Procedures for Emeritus(a) Vice President, Dean, or Director**

1. Requests for Emeritus(a) status originate from the individual or from the immediate supervisor of the administrator.
2. The requests are submitted consecutively in the following order: appropriate Administrative Supervisor, Administrative Council, appropriate Vice President (if applicable), and President. Each shall make a recommendation, in turn, to the Board of Regents.
3. Nominations for the titled status of Emeritus(a) Vice President or Provost, Dean, or Director shall begin with the submission of the nomination form, with a current curriculum vitae (CV) attached, to the immediate supervisor from which the nominee is serving or has retired.
4. Nominations shall be reviewed by the appropriate Administrative Supervisor, Admin Council, appropriate Vice President (if applicable), and President. If the appropriate Administrative Supervisor is also a Vice President, then both forms should be signed. The difference is that the concurrence as the respective Vice President also includes informing the President of the Society of Emeritus Professors & Retired Scholars (SEPRS) of the application.
5. The Board of Regents shall have the final determination concerning the granting of the Emeritus(a) status. It is the responsibility of the Executive Secretary of the BOR to notify both the newly granted Emeritus(a) Vice President or Provost, Dean, or Director and the President of SEPRS of the conferred status. The newly granted Emeritus(a) Vice President or Provost, Dean, or Director shall be presented with a certificate of recognition of status by the UOG President.

12 October 2022

TO: Whom it may concern

FROM: Monique Storie, Ph.D.



  
Anita Forja Enriquez (Nov 3, 2022 11:26 GMT+10)

RE: Administrator Emerita Nomination for Deborah D. Leon Guerrero

Ms. Deborah Leon Guerrero has demonstrated over 20 years of administrator excellence in service to the University of Guam. At the time of her retirement, Ms. Leon Guerrero had faithfully served as the Assistant Vice Provost of Institutional Effectiveness for five years and seven months. Ms. Leon Guerrero is an exemplar of a dedicated UOG administrator, where she contributed to excellence at UOG through innovations in and the institutionalization of best practices related to assessment, compliance, and reporting.

Ms. Leon Guerrero began her UOG career as the Registrar for Enrollment Management and Student Success (EMSS) in 2002 and then assumed an additional role as EMSS's Acting Director for Academic Year 2003-2004. In 2008, she ascended to be the Director of Academic Assessment and Institutional Research. In 2017, she was selected to serve as the first Vice Provost of Institutional Effectiveness, the position from which she retired at the end of FY2022. With each succeeding appointment, Ms. Leon Guerrero assumed additional responsibilities and provided her opportunities to build institutional approaches to practices in student and program assessment, compliance, and reporting.

At EMSS, her work demonstrated strong responsible leadership. Staff and former employees found her approaches to managing employees and decision-making directly contributed to the unit understanding their roles and responsibilities as well as unit cohesiveness. Her work with UOG's F visa and J visa visitor exchange programs helped increase UOG's ability to enroll international students and engage with a wider array of research scholars. This action has not only led to increased numbers of students and faculty at UOG, but it has opened the door for richer campus experiences in which UOG students are able to interact with students from other nations in academic and social exchanges.

While at EMSS, Ms. Leon Guerrero held the duty of ensuring federal compliance reporting, a responsibility that followed her throughout her UOG career. In all, Ms. Leon Guerrero sustained twenty (20) years of annual compliance with U.S. Department of Education reporting to the National Center for Educational Statistics (NCES) Integrated Postsecondary Education Data System (IPEDS) Surveys. Additionally, for the past five (5) years, she served as UOG's IPEDS Keyholder to coordinate the submission of all IPEDS surveys. I can personally attest to the invaluable guidance she provided in filling out the data as well as in retrieving and interpreting data for local reporting. Her work with IPEDS has kept UOG federally compliant, and, more importantly, has led to UOG incorporating big data/comparative data into its decision making and goal setting processes.

Her work as Director of Academic Assessment and Institutional Research and as Vice Provost of Institutional Effectiveness focuses on implementing programmatic and institutional assessments. In 2012, Ms. Leon Guerrero reactivated and chaired the University Assessment Committee (UAC). Within a span of 10 years, her work with that committee led to the establishment of UOG's Institutional Learning Outcomes (ILOs) and clarifying statements. She was instrumental in implementing the Annual Assessment Inventories, the Nuventive system to capture assessment plans and reports, and in systematic assessment of the five core competencies of UOG's graduating seniors. One impact of her work in this area was eloquently captured in the UOG BOR Resolution 22-28, which in part expresses that "Ms. Leon Guerrero administered national surveys to raise visibility of UOG, such as the "Best for Vets", U.S. News Colleges, Petersons, College Board, National Institute of Health (NIH) Graduate & Postdoc Survey, National Survey of Student Engagement (NSSE), and Outcomes Survey." The other impact of her work is demonstrated in capacity to customize student support programs to meet the unique needs of UOG's student populations.

Ms. Leon Guerrero secured grants related to student recruitment, enrollment, and persistence. Her grant portfolio showed she focused grants that improved or strengthened institutional support networks that increased UOG students' ability to complete their degree. Ms. Leon Guerrero was a vital partner in securing the USDOE State Longitudinal Data System (aka Guam One Stop Data Village-GOSDV) grant and in building a unified approach to college readiness and student success by Guam's institutions of education.

In 2021, Deborah secured the University's participation in the Asian Pacific Islander Association Scholars research initiative to improve Pacific Islanders' experience in higher education. Through her coordinated efforts, she assembled a team from the University of Guam to address the needs of transfer students from the regional colleges in Micronesia. This national research project led to recommendations for implementation at UOG to enhance the transfer student experience for students in Micronesia.

One of her signature accomplishments has been institutionalizing UOG's reporting methods. Ms. Leon Guerrero launched and institutionalized fifteen (15) editions of the annual publication of the University of Guam Fact Book which represents yearly academic statistics and a primary source for important metrics including enrollment, student retention and degree completions, faculty demographics, and instructional resources which provides understanding of the comprehensive health of UOG. The information presented in these volumes have been important to UOG's maintaining compliance in federal and local mandates, sharing information with policymakers and interested citizens, as well as has become a premiere resource that UOG employees rely on when pursuing external funding opportunities.

This nomination presents a select list of her work and accomplishments. She is more than deserving of this honor and she has expressed her desire and commitment to continue to serve the institution. Ms. Leon Guerrero is highly regarded by faculty, administrators, students, and employees as a strong leader, a staunch advocate for UOG, and a Triton who is committed to the University's mission of Ina, Deskubre, Setbe.

If you have any questions regarding this nomination, please contact me at [mstorie@triton.uog.edu](mailto:mstorie@triton.uog.edu).

# Deborah D. Leon Guerrero

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## Career Objective

To successfully sustain a management or academic position in an institution that is team-oriented, encourages participation in management processes, provides opportunities for learning, and is continuously striving for excellence.

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## Employment

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### **VICE PROVOST FOR INSTITUTIONAL EFFECTIVENESS (FEBRUARY 2017 – PRESENT)**

*University of Guam, Mangilao, Guam*

#### Responsibilities:

- Provide technical support for programs and the institution in the areas of assessment design, planning, monitoring, implementation, and evaluation.
- Identify and accomplish a research agenda for the institution to improve academic assessment, institutional planning and informed decision making in all initiatives.
- Work collaboratively with the Registrar's Office, the Office of Information Technology, and the University Planning and Budget Committee to provide data analysis to support planning and decision making for both campus and external reporting and publication of the annual University Fact Book.
- Monitor and report on accreditation compliance of standards outlined by the university's regional accreditor.
- Manage requests from regional colleges and international universities for course and program articulation
- Direct survey administration, collect data, conduct statistical analysis and reporting of IPEDS and other national surveys, and annual reports (e.g., WSCUC Annual Report, SEVIS annual report, WICHE reporting)
- Administer the collection and maintenance of an integrated institutional data set
- Administer the development internal and external reports, surveys, and projections
- Oversee the administration, collection, analysis, and reporting of assessment of student learning outcomes, particularly in compliance with established institutional learning outcomes and core competencies specified by the University's regional accreditor
- Supervise staff in the Office of Institutional Effectiveness
- Serve as the University's IPEDS Keyholder and SEVIS Responsible Officer for J Visa exchange visitors.
- Serve as the Articulation Coordinator for course and program articulation agreements

### **DIRECTOR FOR ACADEMIC ASSESSMENT AND INSTITUTIONAL RESEARCH (MAY 2008 – FEBRUARY 2017)**

*University of Guam, Mangilao, Guam*

#### Responsibilities:

- Provide support for all programs and the institution in the areas of assessment design, planning, monitoring, implementation, and evaluation.

- Identify and accomplish a research agenda for the institution to improve academic assessment, institutional planning and decision making in all initiatives.
- Work collaboratively with the Registrar's Office, the Office of Information Technology, and the University Planning and Budget Committee to provide data analysis to support planning and decision making for both campus and external reporting and publication of the annual University Fact Book.
- Monitor and report on accreditation compliance of standards outlined by the university's regional accreditor.
- Manage requests from regional colleges and international universities for course and program articulation
- Direct survey administration, collect data, conduct statistical analysis and reporting of IPEDS and other national surveys
- Coordinate the collection and maintenance of an integrated institutional data set
- Provide support for all programs and the institution for program review including tracking and providing data sets consisting of credit hour production, number of majors, number of degrees conferred, pass rates, and retention/graduation rates.
- Develop internal and external reports, surveys and projections
- Collaborate with faculty and administration to design appropriate assessment tools for the institution and programs, including facilitating faculty professional development.
- Oversee the administration, collection, analysis, and reporting of assessment of student learning outcomes, particularly in compliance with established institutional learning outcomes and core competencies specified by the University's regional accreditor
- Assist the Registrar's Office, the Office of Information Technology, the Office of Financial Affairs, and the University Planning and Budget Committee with data collection and analysis to support strategic planning.
- Supervise staff in the Office of Academic Assessment and Institutional Research

**ADJUNCT INSTRUCTOR (2007)**

*Enrollment Management and Student Services, University of Guam, Mangilao, Guam*

Responsibilities:

- Provide instruction for "College Success Seminar" postsecondary course
- Developing syllabus, lesson plan, assignments, exams, and group activities

**REGISTRAR (AUGUST 2002 – APRIL 30, 2008)**

*University of Guam, Mangilao, Guam*

Responsibilities:

- Supervise and coordinate training for Admissions & Records staff
- Supervise the establishment, maintenance, and upkeep of permanent and official records for University graduates and undergraduates
- Admit and register resident, non-resident students, and international students according to approved policies and procedures
- Serve as primary designated school official (PDSO) and responsible officer for international exchange students and visitors
- Plan, prepare, and recommend fiscal budgets for Admissions & Records functions
- Provide timely reports on enrollment, records, and admissions for relevant parties as defined by the Senior Vice President of Academic Affairs or the Dean of Enrollment Management & Student Services
- Respond to annual enrollment data requests from IPEDS, CSRDE, Open Doors, College Board, Patterson's, GovGuam Department of Planning and Statistics
- Supervise and participate in the supervision of class schedules for completeness, transcript processing,

student record evaluation, degree audits, changes in student programs, catalog revision, evaluation of student achievement, and performing related policy making, advisory, or supervisory work as needed

- Arrange conferences with management on matters pertaining to records and admissions
- Certify the completion of all candidates for degrees
- Perform other related duties as assigned
- Assess unit's performance and effectiveness

**ACTING DIRECTOR, ENROLLMENT MANAGEMENT & STUDENT SERVICES (JULY 2003 – JULY 2004)**

*University of Guam, Mangilao Guam*

Responsibilities:

- Administer and oversee Enrollment & Student Services functions to include Admissions, Student Records, Financial Aid, Career Development, Counseling, Student Health, Residence Halls, and Student Life.
- Participate and in some instances, organize on-island and off-island student recruitment events to grow enrollment

**COORDINATOR OF ADMISSIONS & REGISTRATION (REGISTRAR) (JUNE 1998 – JULY 2002)**

*Guam Community College, Mangilao Guam*

Responsibilities:

- Manage the overall integrity, security, and maintenance of student records for postsecondary, secondary, and continuing education programs
- Collect and prepare institutional data for federal and local requirements about instructional programs, course offerings, and student academic performance
- Maintain compliance with federal and territorial laws and regulations, and institutional policies as they apply to academic record-keeping
- Develop and manage the student information system for admissions and registration, including user training of various modules such as degree audit, transcripts, grade posting, master schedule maintenance, class rosters, report cards, and overall database management
- Annual budget preparation for the Admissions and Registration office
- Serving on standing and ad-hoc committees, such as calendar committee, assessment committee, accreditation self-study committee, and graduation committee.
- Reviewing and approving course substitutions, course-by-conference, curriculum documents, and requests for change of major

**ADJUNCT INSTRUCTOR (1999 – 2002, AND SUMMER 2013)**

*College of Business & Public Admin, University of Guam, Mangilao, Guam*

Responsibilities:

- Provide instruction for "Introduction to Computer Operations" postsecondary course
- Develop syllabus, lesson plans, homework assignments, group assignment, exams, and lab activities

**FINANCE MANAGER/TREASURER (MAY 1996 – OCTOBER 2004)**

*TelePacific Network, Inc. (TNI), Tamuning, Guam*

Responsibilities:

- Develop and maintain all accounting processes and computer application systems such as general ledger, payroll, accounts payable, accounts receivable, cash management depreciation schedules, financial reports, financial analysis, tax reporting, quarterly and monthly employer reporting. (Where necessary, systems were developed to be compliant with FCC accounting codes.)
- Develop pricing structures for all services, including long distance, cellular, and voice mail. Coordinating local and federal tariff filings for all service descriptions and rate schedules.
- Setup initial rate structures and maintenance of long-distance billing and customer database system on pc platform, including customized reports and queries.

**FINANCE MANAGER (1993 -19 96)**

*Guam Telephone Authority (GTA), Tamuning, Guam*

Responsibilities:

- Oversight of Finance Department and its divisions including Information Systems Division (ISD), Accounting, Cashiers/Pay station Collections, Budget Analysis, and Product Development & Rates.
- Direct report and support to the General Manager including preparation for meetings or testimonies with the GTA Board of Directors, FCC, USDA/RUS, Public Utilities Commission (PUC), the Civil Service Commission, and the Guam Legislature.
- Accomplishments include successful filing of GTA's contemporary PUC and FCC tariffs, providing testimony and work papers for GTA rate cases before the PUC. Development of action plans in response to management audits, annual financial audits, and RUS financial audits. Timely submission and approval process for GTA O&M and Capital fiscal budgets. Timely monthly financial reporting. Developing and implementing processes to ensure compliance to federal regulations.

**DATA PROCESSING MANAGER (1990-1993)**

*Guam Telephone Authority (GTA), Tamuning, Guam*

Responsibilities:

- Job scheduling
- Inventory management of computer supplies and equipment
- Capital items budget preparation and justification
- Manage human resources of the Information Systems Division
- Manage Computer Center and database security
- Manage software development for support systems of GTA operations
- Manage technical support for user groups and network planning

**LECTURER (1989 - 1990)**

*University of Hawaii at Manoa, Honolulu, Hawaii*

Responsibilities:

- Develop lesson plans, assignments, and exams for junior college level course which introduced fundamental computer concepts and programming exercises.
- Provide student instruction and guidance within the scope of policies and procedures set forth by the Decision Sciences Department and the University.
- Provide spreadsheet calculations and research for department faculty research projects

**COMPUTER SYSTEMS ANALYST II (1985-1990\*)**  
*Guam Telephone Authority, Tamuning, Guam*

Responsibilities:

- Develop and maintain software system for GTA information systems, including service order, billing, and trouble ticket systems
- Contact person for end-user interface
- Project coordinator for systems development
- Assuming acting data processing manager work assignment

*\*Interim break in service to pursue graduate studies: Jul 1988 (resignation) May 1999 (reinstatement), August 1989-June 1990 (educational leave)*

**PART-TIME INSTRUCTOR (1986)**  
*Guam Community College, Mangilao, Guam*

Responsibilities:

- Develop lesson plans, assignments, and exams for post secondary course and workshop for word processing, database, and spreadsheet applications, and software programming

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## Education

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MASTER OF BUSINESS ADMINISTRATION (MBA)  
*University of Hawaii at Manoa*

YEARS ATTENDED (1988 - 1990)  
*Honolulu, Hawaii*

BACHELOR OF SCIENCE, COMPUTER SCIENCE  
*Colorado State University*

YEARS ATTENDED (1981 -1985)  
*Fort Collin, Colorado*

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## Professional Development

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2019 – Grant writing Workshop, University of Guam  
2018 – SLDS Data Governance workshop  
2018 – WSCUC Annual Meeting and Workshops  
2017 - WSCUC Annual Meeting and Workshops  
2016 – Ellucian CROA user training  
2016 – State Longitudinal Data System (SLDS) Research Agenda workshop  
2016 – President’s retreat with Administrators: Institutional Planning and Implementation Efforts  
2014 – Center for Island Sustainability Conference  
2014 – Knowledge@guam Initiative Conference  
2014 – Chamber of Commerce Women’s Leadership Retreat  
2014 – WASC Annual Meeting and Workshops  
2013 – WASC Annual Meeting and Workshops  
2012 – TracDat user training  
2011 – Datatel Portal team site owner training  
2011 – Assessment Workshop: Capstones  
2011 – Qualtrics online survey webinar user training  
2010 – Workshop: Response to violence against women  
2010 – Datatel DROA user training  
2010 – TracDat assessment management information system user and administrator training  
2010 – Workshop: Learn about the laws regarding disabilities

2009 – WASC Annual Meeting and Workshops  
2007 – Staff Development sponsored by Enrollment Management & Student Services  
2007 – AACRAO Webinars - [FERPA: What You Need to Know--The Overview](#) and [FERPA: What You Need to Know--The Update](#)  
2007 – Datatel – “Query Builder and Reporting”  
2007 – Suicide Prevention Training  
2007 – CSRDE (Consortium for Student Retention Data Exchange) Webinar – “Why Students Stay: Predicting Retention”  
2007 – AACRAO Webinar – “Transfer Credit Evaluation”  
2006 – Staff Development sponsored by Enrollment Management & Student Services “Communicating Effectively At Work”  
2005 - Staff Development sponsored by Enrollment Management & Student Services  
2005 – ADA training: Training on ADA and Student Requests for Accommodation  
2004 – Association of American Collegiate Registrars and Admissions Officers (AACRAO) annual meeting  
2004 – ADA awareness workshop  
2004 – Workplace Discrimination & Harassment Prevention workshop  
2004 – EMSS Staff Development “Human Relations”  
2003 – Customer Service Training  
2003 -- Association of American Collegiate Registrars and Admissions Officers (AACRAO) annual meeting  
2001 - Institutional Effectiveness (Assessment) Workshop; Agathon Press and Institutional Effectiveness Associates  
2000 - Microsoft Access 97 (Database Management)  
1999 - Academic Advising Workshop  
1998 - Pacific Association of Collegiate Registrars and Admissions Officers (PACRAO) regional conference  
1996 - Pacific Telecommunications Council (PTC) plenaries and panel discussions  
1993 - Comprehensive Telephone Cost Separations Course, USTA  
1993 - Administrative Hearing Course, Civil Service Commission  
1993 - Strategic Planning, International Action Company  
1991 - Intro to Concepts of Service Cost, USTA  
1992 - 1993 - Productive Supervisor Series Workshops, Watson Communications International  
1991 - Financial Analysis, AMA

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## Other Related Skills

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- Organizational and communication skills for project management
- Advance computer technical skills (software applications for word processing, database management, spreadsheet, web page maintenance, email, multimedia, SEVIS, CROA, TracDat, WebAdvisor, Portal)
- Organizational and presentational skills for workshop development and presentations

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## References

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

**Resolution No. 22-43**

**RELATIVE TO APPROVING STEPS FOR UPDATING THE FACULTY SALARY SCHEDULE  
FOR EQUITY/PARITY WITHIN UOG AND MARKET COMPETITIVENESS**

**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 Western Pacific 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 foundation for the current Faculty Salary Schedule for Nine (9) and Twelve (12) month faculty, and a parallel Administrator Salary Plan, were established in 1991;

**WHEREAS**, since 1991, the Administrator Salary Plan has been updated twice (2003 and 2021) since 1991, each update providing significant increases in the administrator compensation (ranging from 39-105% increase);

**WHEREAS**, over the same time the underlying faculty schedule has only been changed by an average of 11% over the same period, despite nearly annual documentation by the Faculty Salary Committee of the need for Faculty Salary Schedule update to parallel those given to administrators;

**WHEREAS**, inflation for this period (1991-2022), is 117%, thus eroding the real value of every Step of the Faculty Salary Schedule for Nine (9) and Twelve (12) month faculty by more than one-half ( $\frac{1}{2}$ );

**WHEREAS**, the Government of Guam 2014 Competitive Wage Act changed/increased the Civil Service Scale for all Civil Service employees including UOG's, this was immediately followed by UOG updating its non-civil service staff scale as well to give comparable salaries;

**WHEREAS**, Guam Department of Education educators who received salary increases in 2014 based on market competitiveness and equity, under the 2014 Competitive Wage Act, received another 20% increase in 2022;

**WHEREAS**, UOG salaries when compared to peer and aspirant institutions, using 2018-2019 Chronical of Higher Education data, showed UOG faculty salaries behind 30-40%, after adjusting for cost of living;

**WHEREAS**, all of the above have been presented and discussed throughout the UOG community, including the BOR in their September 2022 meetings, with no objections to the need for an equitable and market-based increase of 30-40% to the Faculty Salary Schedule;

**WHEREAS**, the Faculty Union and Faculty Salary Committee recommended the BOR commit to seeking a 40% increase in the Faculty Salary Schedule through a planned two-pronged approach over the upcoming years, first by, seeking a 20% increase in the faculty scale as a line item in the upcoming budget year (FY2024), and second, through additional increases in the scale over the following two (2) to four (4) fiscal years, in five (5) or ten (10) percent, annual increments;

**WHEREAS**, in the Faculty Salary Schedule faculty rank of Assistant Instructor/Agent I only has nine (9) Steps, unlike other faculty ranks which have 20 Steps, and currently there are no faculty placed on the schedule in Steps 1-6 at any rank except for the Assistant Instructor or Instructor rank;

**WHEREAS**, UOG has guidelines for placing new faculty hires on the Schedule, but in recent years these guidelines have not been consistently followed. Many new hires have been placed much higher on the schedule than the guidelines would allow. For many, placement on the Schedule has reflected a salary level administrators believed was the minimum salary it would take to secure the new faculty acceptance in current market conditions. This inequitable treatment of new hires over existing faculty has resulted in "salary scale inversion" where new hires are paid significantly higher, and brought in senior to, equally qualified or more qualified long-term faculty who have devoted significant portions of their professional lives to the University;

**WHEREAS**, the BOR in September 2022 meetings expressed the desire to address the above issues; and

**WHEREAS**, the Faculty Union, the UOG Administration, and the BOR Committees on Academic, Personnel, and Tenure, and Budget, Finance, and Audit, have reviewed and discussed these documents and recommend that the BOR approve the following RESOLVE below.

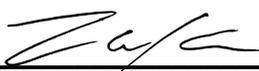
**NOW, THEREFORE, BE IT RESOLVED**, that the BOR approves and directs the UOG President to:

- 1) Include in the UOG FY 2024 budget a line item to increase the Faculty Salary Schedule by 20%,
- 2) Add Steps 10-20 to the faculty rank of Assistant Instructor/Agent I in the Faculty Salary Schedule,
- 3) Direct Vice President of Administration & Finance and Chief Business Officer (VPAF/CBO), using methodology agreed upon by the VPAF/CBO, UOG Human Resources Office, and Faculty Union, to make Step adjustments to account for faculty salary inversion,
- 4) Start formulating plans for the second set of future year increases noted above, and approve the attached scale for FY2024 that reflects 1) and 2), and
- 5) Study current usage of lower Steps of the schedule for recommended action in FY 2024.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Prevido, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

**FACULTY SALARY SCHEDULE - NINE & TWELVE MONTH FACULTY**

Revised: \_\_\_\_\_

<b>POSITION TITLE</b>	<b>STEP</b>	<b>NINE-MONTH SALARY</b>	<b>TWELVE-MONTH SALARY</b>	<b>POSITION TITLE</b>	<b>STEP</b>	<b>NINE-MONTH SALARY</b>	<b>TWELVE-MONTH SALARY</b>
<b>I Assistant Instructor / Extension Agent I</b>	1	\$36,740	\$47,761	<b>IV Associate Professor / Extension Agent IV</b>	1	\$52,444	\$68,176
	2	\$37,859	\$49,216		2	\$54,323	\$70,618
	3	\$39,032	\$50,741		3	\$56,296	\$73,184
	4	\$40,264	\$52,343		4	\$58,369	\$75,878
	5	\$41,556	\$54,024		5	\$60,545	\$78,708
	6	\$42,914	\$55,789		6	\$62,827	\$81,674
	7	\$44,342	\$57,643		7	\$65,225	\$84,791
	8	\$45,838	\$59,597		8	\$67,744	\$88,064
	9	\$47,411	\$61,633		9	\$70,387	\$91,502
	10	\$48,833	\$63,482		10	\$73,163	\$95,113
	11	\$50,298	\$65,387		11	\$76,078	\$98,903
	12	\$51,807	\$67,348		12	\$79,140	\$102,883
	13	\$53,361	\$69,369		13	\$82,354	\$107,058
	14	\$54,962	\$71,450		14	\$85,728	\$111,449
	15	\$56,611	\$73,593		15	\$89,274	\$116,057
	16	\$58,309	\$75,801		16	\$92,998	\$120,895
	17	\$60,059	\$78,075		17	\$96,901	\$125,576
	18	\$61,860	\$80,417		18	\$99,808	\$129,750
	19	\$63,716	\$82,830		19	\$102,803	\$133,643
	20	\$65,628	\$85,315		20	\$105,886	\$137,651
<b>II Instructor / Extension Agent II</b>	1	\$41,003	\$53,303	<b>V Professor / Extension Specialist</b>	1	\$64,079	\$83,303
	2	\$42,317	\$55,014		2	\$66,526	\$86,482
	3	\$43,702	\$56,812		3	\$69,094	\$89,822
	4	\$45,155	\$58,700		4	\$71,791	\$93,328
	5	\$46,679	\$60,683		5	\$74,623	\$97,010
	6	\$48,281	\$62,762		6	\$77,597	\$100,874
	7	\$49,960	\$64,946		7	\$80,720	\$104,935
	8	\$51,726	\$67,244		8	\$83,994	\$109,193
	9	\$53,578	\$69,652		9	\$87,438	\$113,670
	10	\$55,526	\$72,182		10	\$91,055	\$118,372
	11	\$57,571	\$74,842		11	\$94,850	\$123,306
	12	\$59,717	\$77,633		12	\$98,833	\$128,483
	13	\$61,974	\$80,567		13	\$101,796	\$132,336
	14	\$64,348	\$83,652		14	\$104,852	\$136,307
	15	\$66,844	\$86,897		15	\$107,999	\$140,398
	16	\$69,470	\$90,313		16	\$111,239	\$144,610
	17	\$72,234	\$93,907		17	\$114,576	\$148,949
	18	\$75,146	\$97,691		18	\$118,012	\$153,415
	19	\$78,212	\$101,677		19	\$121,553	\$158,020
	20	\$81,443	\$105,877		20	\$125,200	\$162,758
<b>III Assistant Professor / Extension Agent III</b>	1	\$47,368	\$61,577	<b>NOTES:</b>  1. This Faculty Salary Schedule is for nine-month and twelve-month faculty. Compensation for both nine-month and twelve month faculty shall continue to be at parity as per the BOR-Faculty Union Agreement Article VII.F.  2. A Faculty when promoted to the next faculty rank, shall receive a salary increase closer to, and not less than, a two-step salary increase in the faculty rank held prior to the promotion.			
	2	\$48,966	\$63,656				
	3	\$50,646	\$65,839				
	4	\$52,408	\$68,129				
	5	\$54,262	\$70,541				
	6	\$56,204	\$73,067				
	7	\$58,247	\$75,721				
	8	\$60,391	\$78,509				
	9	\$62,644	\$81,437				
	10	\$65,003	\$84,505				
	11	\$67,484	\$87,731				
	12	\$70,091	\$91,118				
	13	\$72,827	\$94,675				
	14	\$75,701	\$98,410				
	15	\$78,715	\$102,331				
	16	\$81,884	\$106,448				
	17	\$85,207	\$110,768				
	18	\$88,700	\$115,310				
	19	\$92,368	\$120,079				
	20	\$96,218	\$125,086				



UNIVERSITY OF GUAM  
UNIBETSEDÁT GUÅHAN  
Board of Regents

Resolution No. 22-44

**RELATIVE TO AMENDING THE NEGOTIATED AGREEMENT BY AND BETWEEN THE BOARD OF REGENTS OF THE UNIVERSITY OF GUAM AND THE UOG FACULTY UNION, AMERICAN FEDERATION OF TEACHERS, LOCAL 6282  
DECEMBER 1, 2018 – APRIL 30, 2023**

**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**, the governance of UOG is vested in the Board of Regents (BOR) which has the responsibility for the policies governing administration of academic personnel at the University;

**WHEREAS**, the Negotiated Agreement by and between the BOR of UOG and the UOG Faculty Union, American Federation of Teachers, Local 6282, reflects the mutual understanding and definition of the relationships between the BOR, Administration, and Faculty;

**WHEREAS**, the UOG President and the Faculty Union President met to address extending deadlines for applications for tenure, continuing employment, and the submission of materials for UOG's Comprehensive Faculty Evaluation System to mitigate some of the disruptions caused by the COVID-19 Pandemic Emergency and other disruptions;

**WHEREAS**, a Tentative Agreement was reached to amend the Agreement between the UOG Board of Regents and UOG Faculty Union; and

**WHEREAS**, the Vice President for Administration and Finance/Chief Business Officer, Senior Vice President & Provost for Academic and Student Affairs, President and the BOR Academic, Personnel, and Tenure Committee have reviewed the attached amendment and recommend to the BOR for approval.

**NOW, THEREFORE BE IT RESOLVED**, that the BOR hereby approves the attached amendment to the Negotiated Agreement by and between the Board of Regents of the University of Guam and the UOG Faculty Union, American Federation of Teachers, Local 6282, to take effect immediately upon approval and will remain in effect until Agreement is re-negotiated and updated.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provido, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

**FIRST AMENDMENT OF CONTRACT AGREEMENT  
BETWEEN THE BOARD OF REGENTS OF THE UNIVERSITY OF GUAM AND  
THE UOG FACULTY UNION, AMERICAN FEDERATION OF TEACHERS LOCAL 6282**

Effective on the 17th day of November, 2022, the Board of Regents of the University of Guam (Board) and the UOG Faculty Union, American Federation of Teachers Local 6282, pursuant to Article XII.D, Board-Union Agreement for the period beginning December 1, 2018 and ending April 30, 2023 (Agreement), hereby agree to amend the Agreement as follows:

1. Notwithstanding any provision of the Agreement to the contrary, the deadlines for the application for tenure and award of tenure shall be extended by one (1) year for all faculty hired from January, 2016 to December, 2021 as follows:

a. The deadline for such faculty to submit their application for tenure is extended to the last day of their sixth year of employment under a tenure track position.

b. The deadline for receiving tenure is extended to the last day of such faculty's seventh year of employment.

c. This amendment shall not change the term of any faculty employment contract with the University of Guam (UOG).

2. Notwithstanding any provision of the Agreement to the contrary, the deadline for faculty employed between August, 2018 and August, 2021, to apply for continued employment and be awarded continued employment is extended to the last day of such faculty's third year of employment.

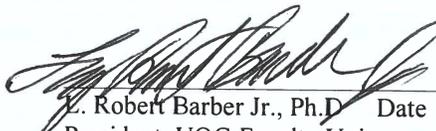
3. The deadlines for faculty to submit Comprehensive Faculty Evaluation System (CFES) materials for Calendar Years 2019 through 2022 is hereby extended until the last day of the Fañomñakan Semester (January to May) 2023, and faculty who receive increments on such submissions shall receive any pay increments they would have been entitled to between 2019 to 2022 prospectively as if they received such increments between 2019 and 2022.

4. A new paragraph is added to the Agreement at the end of Article V. FACULTY EVALUATIONS, Section J, Promotion and Tenure Evaluation Process, Item 5, General operations of the Promotion and Tenure Committee Part f. Timelines and possible extensions that read "3. A faculty member's deadline for submission of application for tenure may be extended, through approved stopping of the tenure clock for compassionate reasons to include, but not limited to, leave covered under Family Emergency and Medical Leave Act (FMLA), physical or mental illness, pregnancy, maternity or paternity, death of immediate family, or other catastrophic or traumatic event, if the written request is submitted to the Senior Vice President and Provost (SVPP) prior to the deadline for application, and the request receives the approval of the SVPP. The SVPP will designate the period of time the tenure clock will be stopped for. In the case the request is denied it may be appealed to the President of UOG whose decision is final."

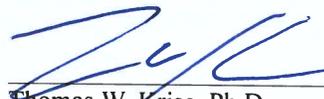
***SIGNATURE PAGE FOLLOWS***

IN WITNESS WHEREOF, the parties have executed this Amendment on the dates indicated under their respective signatures.

**UOG FACULTY UNION:**

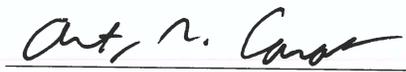
 11/17/2022  
\_\_\_\_\_  
R. Robert Barber Jr., Ph.D. Date  
President, UOG Faculty Union

**UNIVERSITY OF GUAM:**

 11/7/22  
\_\_\_\_\_  
Thomas W. Krise, Ph.D. Date  
President

 Nov 17, 2022  
\_\_\_\_\_  
Liza J. Prevido Date  
Chairperson, UOG Board of Regents

**Approved as to Form and Legality:**

 11/7/22  
\_\_\_\_\_  
Anthony R. Camacho, Esq. Date  
UOG General Counsel

## 5.3 PHYSICAL FACILITIES (PF) COMMITTEE

### 5.3.1 Committee Update

## 5.4 INVESTMENT COMMITTEE

### 5.4.1 Committee Update

5.5 BUDGET, FINANCE, AND AUDIT (BFA) COMMITTEE

FY 2022 ALLOTMENT REPORT  
Allotment 9.30.22

Programs	Fund Source	P.L. 36-054 Appropriation	Net Appropriation	Amount Requested	Amount Paid	Unpaid from Amount Requested (Q = K - N)	Unpaid from Total Appropriations (R = E - N)
<b>UOG Operations (10-2A)</b>							
DOA Payments							
Total for DOA Payments	General Fund	25,056,761.00	25,056,761.00	25,056,761.00	25,056,761.00	-	-
<b>Total UOG General Operations</b>		<b>25,056,761.00</b>	<b>25,056,761.00</b>	<b>25,056,761.00</b>	<b>25,056,761.00</b>	<b>-</b>	<b>-</b>
					<b>100%</b>	<b>0%</b>	<b>0%</b>
<b>Special Appropriations (10-30/51/61/67)</b>							
Student Financial Assistance Program (67)	General Fund	3,565,285.00	3,565,285.00	3,565,285.00	3,565,285.00	-	-
First Generations Trust Fund Initiative (90-902061)	General Fund	250,000.00	250,000.00	250,000.00	250,000.00	-	-
Aquaculture Development and Training Center (61)	General Fund	109,661.00	109,661.00	109,661.00	109,661.00	-	-
WERI - Guam Hydrologic Survey (10-30)	General Fund	159,956.00	159,956.00	159,956.00	159,956.00	-	-
WERI - Comprehensive Water Resource Monitoring Program (10-30)	General Fund	136,262.00	136,262.00	136,262.00	136,262.00	-	-
UOG Capital Improvements Fund - Debt Service (51)	Guam Educational Facilities Fund	500,000.00	500,000.00	500,000.00	500,000.00	-	-
Guam Cancer Trust Fund (10-30)	Healthy Futures Fund	3,000,000.00	3,000,000.00	3,000,000.00	2,491,032.00	508,968.00	508,968.00
<b>Total Special Appropriations</b>		<b>7,721,164.00</b>	<b>7,721,164.00</b>	<b>7,721,164.00</b>	<b>7,212,196.00</b>	<b>508,968.00</b>	<b>508,968.00</b>
					<b>93%</b>	<b>7%</b>	<b>7%</b>
<b>Agency Funds (90)</b>							
Northern & Southern Soil and Water Conservation Districts (90-902059)	General Fund	133,466.00	133,466.00	133,466.00	133,466.00	-	-
KPRG (Public Radio) (90-902002)	General Fund	109,442.00	109,442.00	109,442.00	109,442.00	-	-
Guampedia Foundation (90-902003)	General Fund	150,000.00	150,000.00	150,000.00	150,000.00	-	-
<b>Total Agency Funds</b>		<b>392,908.00</b>		<b>392,908.00</b>	<b>392,908.00</b>	<b>-</b>	<b>-</b>
<b>Grand Total PL 36-054</b>		<b>33,170,833.00</b>		<b>33,170,833.00</b>	<b>32,661,865.00</b>	<b>508,968.00</b>	<b>508,968.00</b>
Total		33,170,833.00		33,170,833.00	32,661,865.00	508,968.00	508,968.00
Difference		-		-	98%	2%	2%

FY 2023 ALLOTMENT REPORT

As of Oct 27, 2022

Programs	Fund Source	P.L. 36-054 Appropriation	Net Appropriation	Amount Requested	Amount Paid	Unpaid from Amount Requested (Q = K - N)	Unpaid from Total Appropriations (R = E - N)
<b>UOG Operations (10-1A)</b>							
DOA Payments							
Total for DOA Payments	General Fund	24,789,185.00	24,789,185.00	1,906,860.00	1,906,860.00	-	22,882,325.00
<b>Total UOG General Operations</b>		<b>24,789,185.00</b>	<b>24,789,185.00</b>	<b>1,906,860.00</b>	<b>1,906,860.00</b>	<b>-</b>	<b>22,882,325.00</b>
					100%	0%	92%
<b>Special Appropriations (10-30/51/61/67)</b>							
Student Financial Assistance Program (67)	General Fund	3,565,285.00	3,565,285.00	274,252.00	274,252.00	-	3,291,033.00
First Generations Trust Fund Initiative (90-902061)	General Fund	250,000.00	250,000.00	19,232.00	19,232.00	-	230,768.00
Aquaculture Development and Training Center (61)	General Fund	109,661.00	109,661.00	8,436.00	8,436.00	-	101,225.00
WERI - Guam Hydrologic Survey (10-30)	General Fund	398,959.00	398,959.00	30,688.00	30,688.00	-	368,271.00
WERI - Comprehensive Water Resource Monitoring Program (10-30)	General Fund	164,737.00	164,737.00	12,672.00	12,672.00	-	152,065.00
UOG Capital Improvements Fund - Debt Service (51)	Guam Educational Facilities Fund	500,000.00	500,000.00	41,667.00	-	41,667.00	500,000.00
Guam Cancer Trust Fund (10-30)	Healthy Futures Fund	3,000,000.00	3,000,000.00	250,000.00	-	250,000.00	3,000,000.00
Guam Green Growth Initiative (30)	General Fund	500,000.00	500,000.00	38,460.00	38,460.00	-	461,540.00
<b>Total Special Appropriations</b>		<b>8,488,642.00</b>	<b>8,488,642.00</b>	<b>675,407.00</b>	<b>383,740.00</b>	<b>291,667.00</b>	<b>8,104,902.00</b>
					57%	43%	95%
<b>Agency Funds (90)</b>							
Northern & Southern Soil and Water Conservation Districts (90-902059)	General Fund	133,466.00	133,466.00	10,268.00	10,268.00	-	123,198.00
KPRG (Public Radio) (90-902002)	General Fund	200,000.00	200,000.00	15,384.00	15,384.00	-	184,616.00
Guampedia Foundation (90-902003)	General Fund	150,000.00	150,000.00	11,540.00	11,540.00	-	138,460.00
Sea Grant	General Fund	500,000.00	500,000.00	38,460.00	38,460.00	-	461,540.00
<b>Total Agency Funds</b>		<b>983,466.00</b>		<b>75,652.00</b>	<b>75,652.00</b>	<b>-</b>	<b>907,814.00</b>
<b>Grand Total PL 36-054</b>							
Total		<b>34,261,293.00</b>		<b>2,657,919.00</b>	<b>2,366,252.00</b>	<b>291,667.00</b>	<b>31,895,041.00</b>
Difference		-		-	89%	11%	93%

<b>UNIVERSITY OF GUAM</b>				
<b>Statement of Revenues, Expenses, and Changes in Net Position</b>				
<b>For the month ending September 30, 2022</b>				
	<b>9/30/2022 (Unaudited)</b>	<b>9/30/2021 (Audited)</b>	<b>Variance</b>	
<b>A - OPERATING REVENUES</b>				
Student tuition and fees, net	20,646,374	22,985,764	(2,339,390)	
Scholarship Discounts and Allowances	(7,984,363)	(10,555,966)	2,571,603	
Federal grants/contracts	61,102,605	51,698,988	9,403,617	
GovGuam grants & contracts	2,185,579	2,582,126	(396,547)	
Nongovt. grants & contracts	1,580,517	1,055,565	524,952	
Sales & services of education dept.	707,395	845,849	(138,454)	
Auxiliary enterprises	1,518,227	1,123,622	394,605	
Other revenues	<u>28,951,365</u>	<u>7,088,346</u>	<u>21,863,019</u>	
Bad debts provision	(167,290)	(1,391,497)	1,224,207	
<b>Total operating revenues</b>	<u>108,540,409</u>	<u>75,432,797</u>	<u>33,107,612</u>	
<b>B - OPERATING EXPENSES</b>				
Educational and general:				
Instruction	20,981,775	20,390,869	590,906	
Research	22,953,661	19,895,182	3,058,479	
Public service	14,646,878	13,162,747	1,484,131	
Academic support	11,139,010	10,467,491	671,519	
Student services	7,032,451	7,975,047	(942,596)	
Institutional support	20,209,012	14,685,799	5,523,213	
Operations and maintenance plant	7,270,162	5,323,882	1,946,280	
Depreciation	4,945,019	4,472,624	472,395	
Scholarships & fellowships	8,144,604	7,799,209	345,395	
Auxiliary enterprises	1,869,184	1,633,267	235,917	
Health Care Recovery	2,792,369	2,792,369	0	
<b>Total operating expenses</b>	<u>121,984,125</u>	<u>108,598,486</u>	<u>13,385,639</u>	
<b>Operating income (loss)</b>	(13,443,716)	(33,165,689)	19,721,973	
<b>C - NON-OPERATING REVENUES (EXPENSES)</b>				
GovGuam appropriations FY 2022	34,820,294	34,262,734	557,560	
Net investments gain (loss)-net of expense	(5,355,103)	5,122,714	(10,477,817)	

<b>UNIVERSITY OF GUAM</b>				
<b>Statement of Revenues, Expenses, and Changes in Net Position</b>				
<b>For the month ending September 30, 2022</b>				
	<b>9/30/2022 (Unaudited)</b>	<b>9/30/2021 (Audited)</b>	<b>Variance</b>	
Interest on capital assets - debt related	(444,783)	(469,547)	24,764	
<b>Net nonoperating revenues</b>	<u>29,020,408</u>	<u>38,915,901</u>	<u>(9,895,493)</u>	
<b>Income before other revenues/expenses</b>	15,576,692	5,750,211	9,826,481	
<b>D - OTHERS</b>				
Expended for plant facilities, net	(11,912,968)	0	(11,912,968)	
Transfers-Agencies	0	(5,000)	5,000	
Loss on fixed asset disposal	(34,015)	(140,530)	<u>106,515</u>	
<b>Total other revenues/expenses</b>	<u>(11,946,983)</u>	<u>(145,530)</u>	<u>(11,801,453)</u>	
<b>Change in net position</b>	3,629,709	5,604,681	(1,974,972)	
<b>E - NET POSITION</b>				
<b>Net Position beginning (Per Audit Report)</b>	<u>(97,512,590)</u>	<u>(103,117,272)</u>	<u>5,604,682</u>	
<b>Net Position ending YTD FY2022 Unaudited</b>	<u>(93,882,881)</u>	<u>(97,512,591)</u>	<u>3,629,710</u>	
SCH-B				
<b>Note 1:</b>				
\$3.6M INCREASE in net assets using ACCRUAL BASIS; GOV GUAM is \$508K in arrears for FY 2022 allotment.				
<b>APPROPRIATION</b>				
Breakdown of General Operations Appropriation Request:	<b>PL 36-054</b>	<b>Requested</b>	<b>Received Pd.</b>	<b>Balance Due</b>
General Operations (from General Fund)*	25,056,761	25,056,761	25,056,761	0
Capital Improvement Fund - Debt Service	500,000	500,000	500,000	0
Special Appropriations (excludes CIP, KPRG & Guampedia & Soil, NSSW First Generation Guam Green Growth)	6,971,164	6,971,164	6,462,196	508,968
<b>Total Appropriations</b>	<b>32,527,925</b>	<b>32,527,925</b>	<b>32,018,957</b>	<b>508,968</b>

**UNIVERSITY OF GUAM**  
**Statement of Net Position**

	Unaudited 9/30/2022	Audited 09/30/21	Variance
<b>ASSETS</b>			
Cash in Bank/On Hand@	19,047,198	19,812,539	(765,341)
Short Term Investments*	15,217,350	2,937,885	12,279,465
Due from Gov Guam (approp balance	508,968	-	508,968
Accounts Receivable, tuitions net	5,875,720	5,825,036	50,684
Accounts Receivable, others- net x	337,219	410,485	(73,266)
Accounts receivable grants/contracts	2,421,921	6,752,000	(4,330,079)
Due fr UOG Foundation	-	0	-
Inventories	589,725	666,236	(76,511)
Investment**	15,053,970	7,833,278	7,220,692
Investments, endowments***	14,395,300	31,249,296	(16,853,996)
Capital assets, net	71,086,513	68,241,254	2,845,259
Other current assets	844,309	500,535	343,774
Deferred Outflows from pension	50,499,577	50,499,577	-
<b>Total assets</b>	<b>195,877,770</b>	<b>194,728,121</b>	
<b>LIABILITIES</b>			
Current portion of long term	315,388	301,721	13,667
Accounts payable & accrued liabilities @x	5,199,935	6,273,425	(1,073,490)
Unearned Revenue	6,671,533	7,872,581	(1,201,048)
Advances from the Univeristy of Guam Endowment Foundation	1,153,095	1,400,000	(246,905)
Deferred revenue GovGuam Appro	-	-	-
Current portion of accrued annual leave	887,772	785,677	102,095
Accrued annual leave, net of current portion	1,384,064	1,608,391	(224,327)
Deposits agency	240,254	263,602	(23,348)
Net pension liability	96,684,167	96,684,167	-
Long Term debt	9,884,146	9,958,853	(74,707)
DCRS sick leave liability	2,459,629	2,211,627	248,002
Net OPEB liability	118,284,474	118,284,474	-
Deferred inflows of Resources	46,596,193	46,596,193	-
<b>Total liabilities and deferred inflows of Resources</b>	<b>289,760,651</b>	<b>292,240,711</b>	
<b>FUND BALANCES</b>			
Invested capital assets, net related debts	60,887,786	57,980,680	2,907,106.00
<b>Restricted</b>	3,155,000	9,777,293	(6,622,293)
Non expendendable:			
Institutional support			-
Capital project maintenance			-
Scholarships and fellowships			-
Student service			-
Expendable	16,490,868	25,333,573	
Institutional support			-
Capital proj maintenance			-
Scholarships and fellowships			-
Student services			-
Research and public service			-
Loans			-
Capital projects			-
Debt service			-
Others			-
<b>Unrestricted</b>	(174,416,535)	(190,604,136)	
<b>Total fund balance end,9.30.22</b>	<b>(93,882,881)</b>	<b>(97,512,590)</b>	-
<b>Total liabilities and fund balances</b>	<b>195,877,770</b>	<b>194,728,121</b>	

## INVESTMENT DETAILS as of September 30, 2022

### Short Term Investments

#### *Bank of Guam*

Savings I	SOH	\$	1,182,993.90
Savings II	Fund 10		-
BOG Money Concepts	Fund 10		2,980,726
BOG Money Concepts	Tobacco Settlement		2,199,343
Investment Account	Fund 10	\$	1,040,661
TCD	ISLA		129,699

\$ 7,533,422

#### *Coast 360*

6 months Jumbo Share	Fund 10	\$	1,059,158
6 months Jumbo Share	Fund 10		530,006
6 months Jumbo Share	Fund 10		1,272,956

2,862,119

Bank Pacific	IAI		4,279,068
First Hawaiian Bank	Auxilliary (SGA)		49,950
Bank of Guam	Auxilliary (SGA)		12,434

FHB	Debt Service Fund		1,600,000
Community First	Guam Cancer Trust Fund		3,386,515
	Other Investment		-
	Interest		-

#### **Subtotal**

**\$ 19,723,509**

### **Raymond James Investment**

True Endowment	LRGE (Land Grant)	\$	15,053,970
Current Fund Unrest	UOG-CPBA		1,327,061
Current Fund Unrest	UOG-Common		1,634,923
	Faculty & Staff, Dorm, Campus Maintenance, Self- Insurance		5,423,164
QUASI Endowment	Planetarium Maintenance		8,859
True Endowment	Student Scholarship (Tan, Taitano, MACS SNAH, DeLeon, Ho, Daniel, Guthertz)		1,495,134

#### **Subtotal**

**\$ 24,943,111**

### **TOTAL INVESTMENTS**

**\$ 44,666,620**

**University of Guam**

**Budget to Actual Statement**

FY 2022 General Operations Local Appropriation

As of Sept 30, 2022

	Budget	Actual	Variance
	Total	as of 9/30/22	
Revenues			
GovGuam Appropriations (cash)	25,056,761	25,056,761	-
Tuition, net (accrual)	14,848,118	12,814,181	2,033,937
Recovery from HEERF	5,748,953	5,748,953	-
Federal Matching Funds	1,719,376	1,719,376	-
NAF Contributions	674,067	674,067	-
Total Revenues	48,047,275	46,013,338	2,033,937
General Operations Expenses			
Personnel Expenses	\$ 38,828,247	36,099,859	2,728,388
Operating (Non-Personnel) Expenses			
Travel (faculty search)	80,000	72,308	7,692
Contracts	2,064,267	3,543,151	(1,478,884)
Supplies	250,000	360,677	(110,677)
Equipment	-	17,749	(17,749)
Repairs		28,674	(28,674)
Capital Outlay	168,000	96,948	71,052
Miscellaneous	21,000	20,218	782
Utilities	4,000,000	4,481,169	(481,169)
SSC-EA	1,158,283	1,158,283	-
BOR Scholarships	210,000	210,000	-
WERI GHS-CWMP	267,478	267,478	-
G3/Sea Grant	1,000,000	1,000,000	-
Subtotal Operating (Non-Personnel) Expenses	9,219,028	11,256,655	(2,037,627)
Total General Operations Expenses	\$ 48,047,275	\$ 47,356,514	\$ 690,761
Surplus (Deficit)	-	(1,343,176)	

**University of Guam  
Collections Report  
For the Month of  
September 2022**

SFAP Receivables Data				
	Principal \$	Interest \$	Paid \$	Balance
Service Credit	19.35	N/A	7.31M	12.04M
Paying	1.55M	277K	797K	1.03M
Non-Paying	3.22M	557K	569K	3.21M
				4.24M

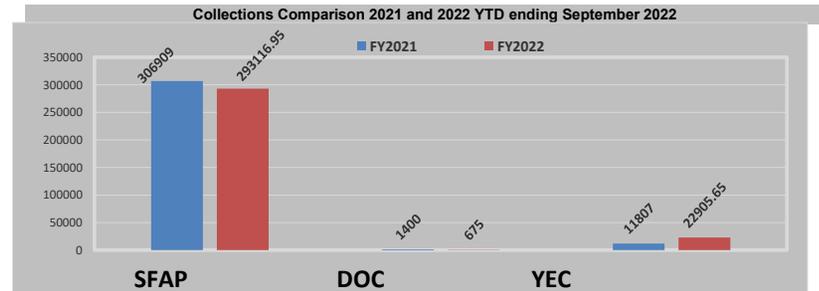
	ACTUAL COLLECTIONS				Forecast	Actual
	FY2018	FY2019	FY2020	FY2021	FY2022	FY2022
SFAP	534,038	361,345	376,968	459,768	182,500	352,092
DOC	2,000	8,104	14,955	1,550	5,000	825
YEC	36,045	51,738	27,230	14,272	62,500	41,419
	572,083	421,187	419,153	475,590	250,000	394,337
PROJECTION:	400,000	350,000	350,000	300,000	250,000	158% Actual 100% Forecast FY20

1.a. Monthly Aging Summary (Paying/Non-Paying)						1.a. Combined Total Outstanding								
TOTAL	Paying			No. Students	Non-Paying				No. Students	September-22				
	0-30	31-60	61-90		90+	120+	180+	365+		September-22	22-Aug	22-Jul	22-Jun	
YEC	799,555	168,805.69		1,500.00				629,248.93	64	YEC	799,555	819,043	820,043	817,143
Merit	1,459,067	315,360.15		41,250.27				1,102,456.80	42	Merit	1,459,067	1,474,169	1,480,350	1,480,602
Nurses	131,450	81,750.71						49,699.57	6	Nurses	131,450	133,399	116,344	116,344
DocFell	324,744	117,909.23						206,835.24	3	DocFell	324,744	326,294	326,794	326,794
DocSanc	29,624	150.00						29,473.96	5	DocSanc	29,624	29,498	29,498	29,498
Protech	689,306	179,894.84						509,410.81	9	Pro-Tech	689,306	692,774	694,474	695,524
GGSL	698,341	76,480.57						621,860.61	75	GGSL	698,341	710,175	709,531	709,825
ROTC	26,821							26,821.30	8	ROTC	26,821	26,821	26,821	26,821
AHEG	13,892	1,476.63						12,415.00	7	AHEG	13,892	13,984	14,208	14,208
UOG Retention	874	874.00						0.00	1	UOG Retention	874	929	1,000	1,000
Soc Work	59,399	20,355.57		20,035.54				19,008.00	1	Soc Wrk	59,399	59,679	50,058	50,058
<b>Total</b>	<b>\$4,233,073</b>	<b>\$963,057</b>	<b>\$0</b>	<b>\$62,786</b>	<b>70</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,207,230</b>	<b>220</b>	<b>Total</b>	<b>4,233,073</b>	<b>4,286,765</b>	<b>4,269,121</b>	<b>4,267,817</b>
		Paying>>>		\$1,025,843		Non-Paying>>>		\$3,207,230						

	FY2021 Month SEPT	FY2022 Month SEPT	FYTD FY2021 SEPT	FYTD FY2022 SEPT
1 SFAP	88,304	28,775	459,768	352,092
2 DOC	75	150	1,550	825
3 YEC	1,765	17,514	14,272	41,419
<b>Total</b>	<b>\$ 90,144</b>	<b>\$ 46,439</b>	<b>\$ 475,590</b>	<b>\$ 394,337</b>

**Balances paid in full**

Chua, Vanessa	SID:131298	Yamashita	\$10,200.53
Torres, Vejoh	SID:98352	Merit	\$15,891.43
Duarosan, Blanche	SID:104287	Protech	\$22,188.36
Fegurur, Carlos	SID: 0121233	Merit	\$41,544.70
Calluso, Toni	SID:000242	Nurse Training	\$18,102.90





FY 2023 Procurement Report  
BUDGET FINANCE AUDIT COMMITTEE  
As of November 3, 2022

Compliance with BOR Resolution 05-54 (Adopted 12/5/05): At each monthly Board meeting, the Board requires a listing of approved procurement transactions and contracts greater than \$100,000.00.

Purchase Order > \$100k				
	Count	\$ Value	Vendor	Description
September 2022	1	\$564,808.00	ELLUCIAN	PO221883 – (OIT) ELLUCIAN Maintenance Database Renewal
	2	\$104,480.00	SOFTDOCS	PO221928 – (OIT) Forms & Workflow Automation Services
October 2022	1	\$125,398.00	THE PRODUCT SOLUTIONS	PO230011 – (SOE) B22-04: NON-FABRIC FURNITURE BID (HEERF FUNDING)
November 2022	None	None	None	None
Contracts >\$100k				
September 2022	None	None	None	None
October 2022	1	\$1,706,866.00	Dept of Chamorro Affairs & UOG	MOU Between UOG and Dept of Chamorro Affairs for the operation of the Guam Cultural Repository for FY23, FY24 & FY'25.
November 2022	None	None	None	None

## 5.6 EXECUTIVE COMMITTEE



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

**Resolution No. 22-45**

**RELATIVE TO INITIATING THE 2023 PRESIDENTIAL SEARCH PROCESS**

**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**, the governance and well-being of UOG is vested in the Board of Regents (BOR) and is responsible for the selection and evaluation of the UOG President, who holds the primary leadership position of the University (17 GCA §16110);

**WHEREAS**, with the retirement of UOG President, Dr. Thomas W. Krise, which is to take effect at the close of business on August 5, 2023, the BOR must now undertake a search for a new President in order to maintain the effective leadership of UOG to ensure a smooth transition between presidencies;

**WHEREAS**, the BOR is responsible for recruiting the most qualified candidate to assume the Presidency through a presidential search process that is transparent, reflects best practices in higher education, and engages institutional constituencies and shared governance bodies as participants;

**WHEREAS**, in compliance with UOG's legal mandates and policies, a Presidential Search Committee (PSC) is appointed to conduct the search and to make recommendations for the BOR to act upon in the selection of a new president;

**WHEREAS**, in order to maintain the integrity of the search process, the individuals named to the PSC shall continue to serve as members of the PSC, and at least two PSC members shall be current BOR members;

**WHEREAS**, consistent with best practice, a PSC Advisory Committee composed of UOG community representatives will be appointed to assist and provide input to the PSC, as requested;

**WHEREAS**, the PSC requires funding to be allocated to cover expenses related to the performance of its duties and both the Executive Committee and Budget, Finance, and Audit Committee have reviewed and recommended to the BOR for approval a proposed Presidential Search Budget of \$127,000;

**WHEREAS**, the BOR provides the option for the PSC to obtain the services of an experienced, professional organization with expertise in presidential searches and/or other services, as needed, and in coordination with the PSC, to assist the PSC, the PSC Advisory Committee, and the BOR in conducting the search in the most professional manner; and

**WHEREAS**, in order to ensure the timeliness and efficacy of all necessary contracting and procurement related to the search, the Executive Committee requests approval to act on behalf of the BOR to authorize and make expenditures from the BOR-approved Presidential Search Budget.

**NOW, THEREFORE BE IT RESOLVED**, that the BOR officially names a PSC to conduct the search for a new President, to keep the BOR informed as to its progress, and to make recommendations to the full BOR regarding the selection of the next President; and that the following individuals are appointed to serve as its members: Liza J. Provideo (BOR Chairperson); Agapito (Pete) A. Diaz (BOR Regent); Roland S. Certeza (BOR Regent); Sonny Ada (Community Representative); Dr. Christopher B. Garcia-Santos (President, UOG Faculty Senate); Kyona Rivera (President, 61<sup>st</sup> Student Government Association); Antoinette D. Sanford (Community Representative); Dr. Kathryn Wood (Community Representative);

**BE IT FURTHER RESOLVED**, that the BOR Chairperson can serve as the PSC Chair or the PSC Chair can be elected by the PSC members;

**BE IT FURTHER RESOLVED**, that the BOR authorizes its Executive Committee to make changes to the PSC membership in the event that circumstances should occur that reduces representation in certain positions due to unforeseen circumstances, subject to ratification by the BOR at its next regular or special meeting following such change;

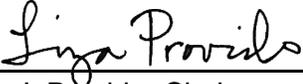
**BE IT FURTHER RESOLVED**, that there will be a PSC Advisory Committee to assist the PSC when so requested, and that the PSC Advisory Committee will be composed of the following UOG community representatives: President, Faculty Union; Chairperson, Staff Council; Chairperson, Administrative Council; and/or one representative who is not a BOR member, from each of the following organizations: Representative, UOG Alumni Association; Representative, UOG Endowment Foundation Board of Directors; Representative, Regent Nominating Council;

**BE IT FURTHER RESOLVED**, that PSC is authorized to manage the list of representatives in the PSC Advisory Committee who will serve for the duration of the search process, in coordination with the respective organizations listed, and will manage any changes to those representatives should certain representatives change due to unforeseen circumstances;

**BE IT FURTHER RESOLVED**, that the BOR hereby grants authority to its Executive Committee to take actions necessary, in compliance with UOG's procurement regulations, to obtain the services of an experienced, professional organization with expertise in presidential searches and/or other services as needed, and in coordination with the PSC; and

**BE IT FURTHER RESOLVED**, that the BOR hereby authorizes a budget relative to the Presidential Search process of \$127,000 and grants authority to its Executive Committee to act on behalf of the BOR to authorize and facilitate the expenditure of funds from the Presidential Search Budget upon the recommendation of the PSC, and in compliance with all applicable laws and UOG's policies and procurement regulations.

Adopted this 17<sup>th</sup> day of November, 2022.

  
\_\_\_\_\_  
Liza J. Provideo, Chairperson

**ATTESTED:**

  
\_\_\_\_\_  
Thomas W. Krise, Ph.D., Executive Secretary

6.0 AD HOC REPORT: ENDOWMENT FOUNDATION UPDATE

## 7.0 OPEN PRESENTATION (3 Minute Limit Per Person)

## 8.0 EXECUTIVE SESSION

- 8.1 Recommendation for Tenure for Dr. Austin J. Shelton III,  
Associate Professor of Outreach and Extension, College of  
Natural and Applied Sciences

## 9.0 VOTING FILE

9.1 Recommendation for Tenure for Dr. Austin J. Shelton III,  
Associate Professor of Outreach and Extension, College of  
Natural and Applied Sciences

## 10.0 ADJOURNMENT