

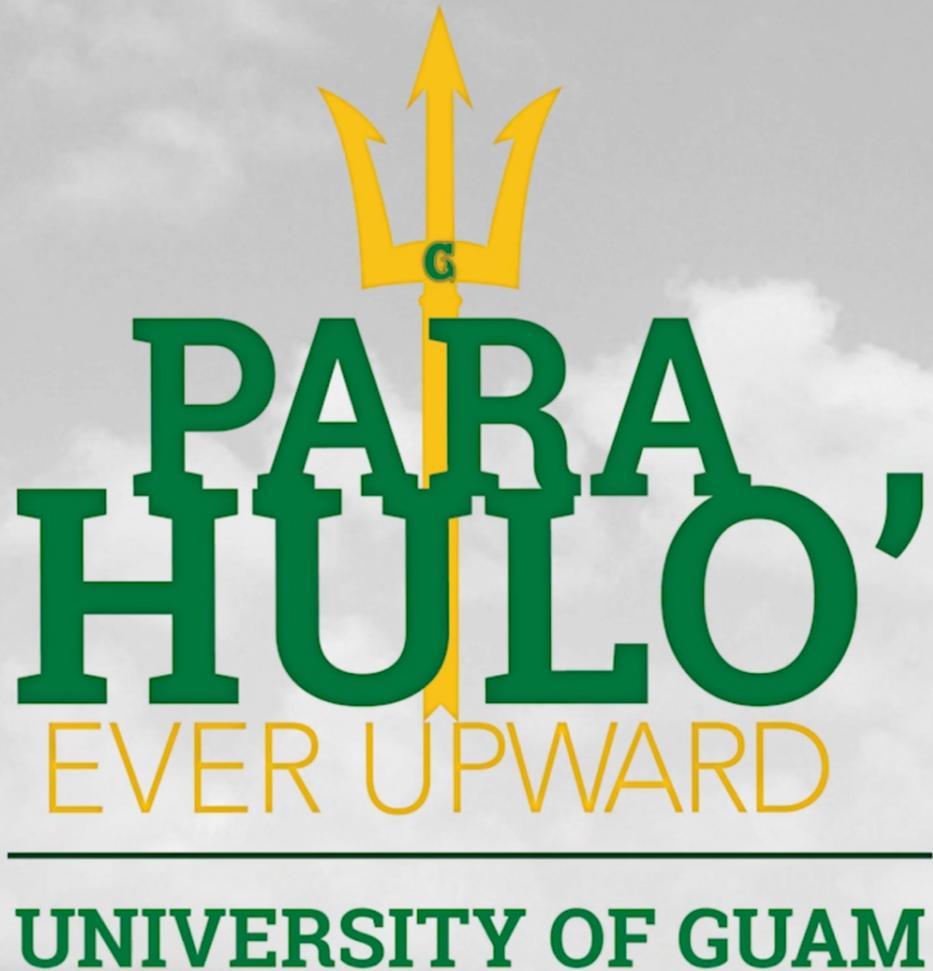



**PARA,
HULO,**
EVER UPWARD

STRATEGIC PLAN

2019-2024





UNIVERSITY COMMITMENT TO PARA HULO'

(January to August 2019)

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

PHASE 1 (Feb. to April 2019)

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

PHASE 2 (May to August 2019)

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

STRATEGIC PLANNING COMMITTEE

Dr. Thomas W. Krise
President

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

Randall Wiegand
Vice President, Administration &
Finance

Norman Analista
Director of Development &
Alumni Affairs

Lawrence Camacho
Dean, Enrollment Management
& Student Success

Remy Cristobal
Associate Dean, Enrollment
Management & Student Success

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

Joseph Gumataotao
Interim Chief Human Resources
Officer

James Hollyer
Interim Special Assistant to the
President

Dr. Rachael Leon Guerrero
Director of Research &
Sponsored Programs

Jonas Macapinlac
Director of Integrated
Marketing Communications

Cathleen Moore-Linn
Executive Director, RCUOG

David Okada
Chief Planning Officer / Interim
Chief of Staff

Dr. Lee Yudin
Dean College of Natural &
Applied Sciences

STRATEGIC PLANNING COMMITTEE

Deborah Leon Guerrero
Assistant Vice President,
Institutional Effectiveness

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

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

Bert Meno
Custodian, Plant & Facilities

Dr. Cheryl Sanqueza
Assistant Professor of Secondary
Education

Jeannette Jose
Administrative Assistant
Division of Mathematics

Dr. John Jenson
Director, WERI

Dr. John Rivera
Assistant Professor of
Public Administration

Jonathan Nguyen
Program Coordinator
School of Health

Dr. Kyle Smith
Professor of Psychology

David Gogue
President, Staff Council

Marc Bituin
President
Student Government Association

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

Dr. Michelle Santos
Associate Professor of Education

Rachel Cubacub
Associate Budget & Process Officer

Roland San Nicolas
Assistant Professor of Library Science

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

Elizabeth Guruwaen
Payroll Supervisor

Kalyne Roberto
UOG Alumna

Evander De Guzman
Former SGA President

Vicki Renacia
Legal Counsel (Ret.)

Rommel Hidalgo
Former Chief Information Officer

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

VISION STATEMENT

*“Transforming Lives,
Advancing Communities”*

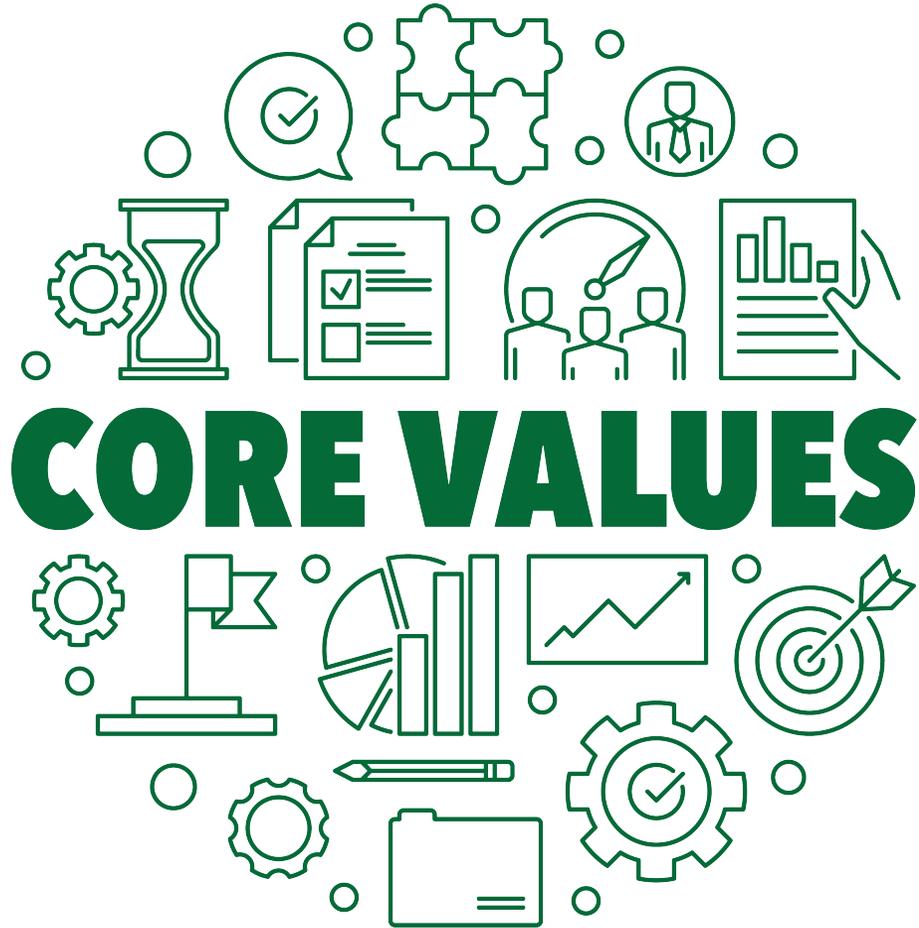




MISSION STATEMENT

Ina, Deskubre, Setbe

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



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

EXTERNAL AND INTERNAL ENVIRONMENTAL SCANS: WHAT IS NEEDED?

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

PRIORITIZATION CRITERIA FOR STRATEGIC ISSUES

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

STRATEGIC INITIATIVES



Being Recognized as a
RESEARCH University



Leading as a
PARTNERSHIP University



Enriching the
STUDENT
EXPERIENCE



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



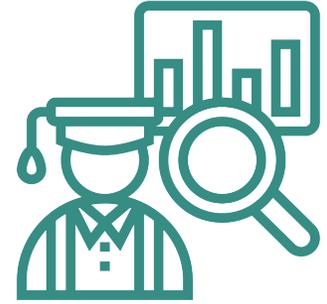
Growing Our
Financial
RESOURCES



Building and
Sustaining Our
INFRASTRUCTURE



STRATEGIC INITIATIVES AND GOALS

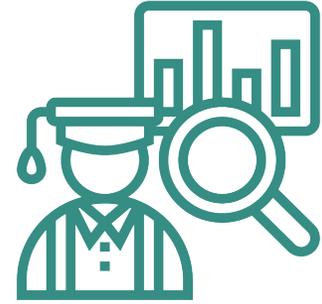


Being Recognized as a RESEARCH University:

*A Teaching University with an Exceptional
Commitment to Research*

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

STRATEGIC INITIATIVES AND GOALS



UNIVERSITY
of HAWAI'I®
HILO

Being Recognized as a **RESEARCH** University



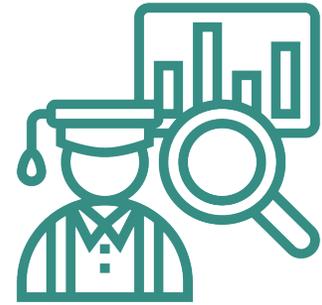
Peer Institutions in the "Master's Medium" or Regional Comprehensive Classification:

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





STRATEGIC INITIATIVES AND GOALS



Being Recognized as a **RESEARCH University:**

Seeking Renown for Island Wisdom and Environmental Sustainability

Aspirational Institutions in the new "DPU" Classification:

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



STRATEGIC INITIATIVES AND GOALS



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

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

GOREX: Guam Open Research & Education eXchange





STRATEGIC INITIATIVES AND GOALS



Enriching the **STUDENT EXPERIENCE**

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

CONCENTRATION ON COLLEGE AFFORDABILITY

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

PELL GRANTS	\$4.3K
FEDERAL LOANS	\$4.5K
LOCAL FINANCIAL AID	\$2.9K

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



18,000+

ALUMNI

MAKING A DIFFERENCE ALL OVER THE WORLD.



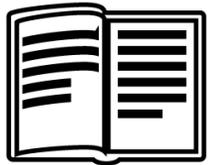
5,000+
EDUCATION



1,000+
NURSES and
HEALTH PROFESSIONALS



1,700+
COMMUNITY
LEADERS



300+
JOURNALISTS and
COMMUNICATION
PROFESSIONALS



230+
COMPUTER
SPECIALISTS



300+
SOCIAL
WORKERS



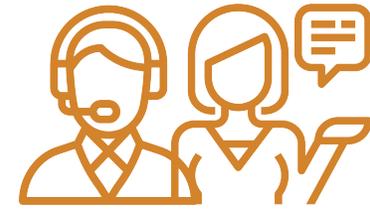
4,000+
BUSINESS
LEADERS



300+
COMMISSIONED
MILITARY OFFICERS

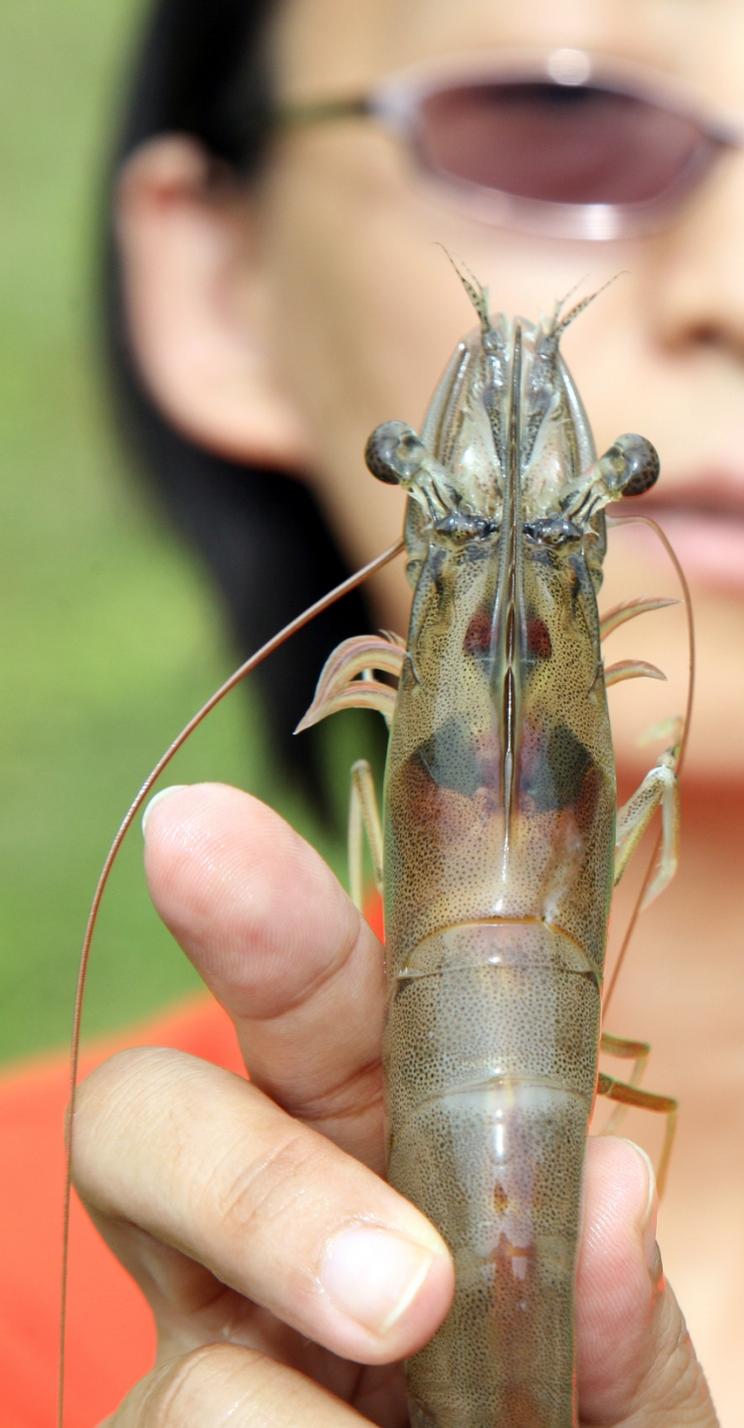


STRATEGIC INITIATIVES AND GOALS



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

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



STRATEGIC INITIATIVES AND GOALS



Growing Our Financial RESOURCES

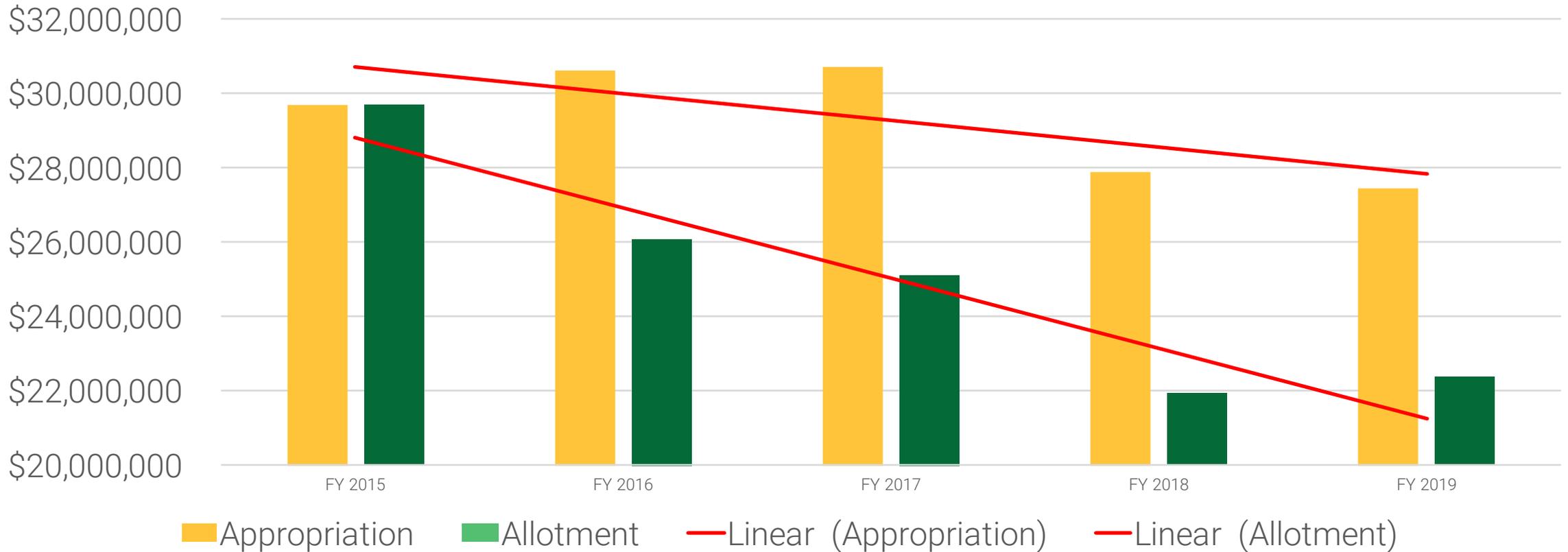
- Develop a sustainable financial model
- Foster an entrepreneurial and experimental spirit
- Implement cost-saving and process efficiency system
- Pursue Private-Public Partnership (PPP) Opportunities

STRATEGIC INITIATIVES AND GOALS



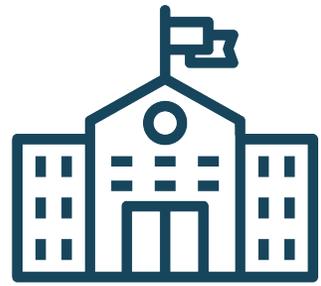
Growing Our Financial RESOURCES

Appropriations vs. Allotments





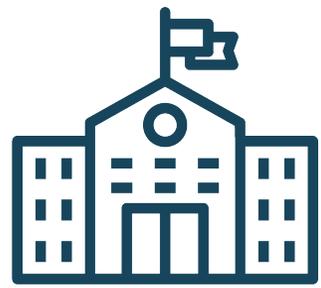
STRATEGIC INITIATIVES AND GOALS



Building and Sustaining Our INFRASTRUCTURE

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

STRATEGIC INITIATIVES AND GOALS

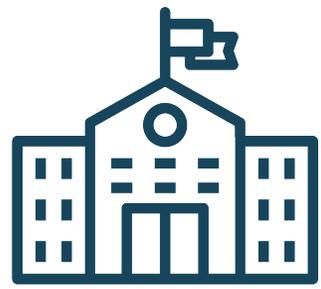


Building and Sustaining Our INFRASTRUCTURE

Proposed Student Success Center



STRATEGIC INITIATIVES AND GOALS



Building and Sustaining Our INFRASTRUCTURE

Proposed School of Engineering Building



STRATEGIC INITIATIVES AND GOALS

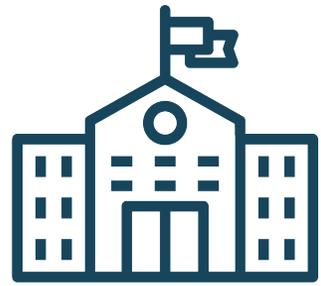


Building and Sustaining Our INFRASTRUCTURE

Proposed Cultural Repository



STRATEGIC INITIATIVES AND GOALS



Building and Sustaining Our INFRASTRUCTURE

Conceptual drawing of International Dormitory



BENCHMARKING OUR GOALS

INSTITUTIONAL LEARNING OUTCOMES

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

BENCHMARKING OUR GOALS

HIGH-IMPACT PRACTICES

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

BENCHMARKING OUR GOALS

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS






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HULO,**
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STRATEGIC PLAN

2019-2024

