

**GRADUATION &
RETENTION
RATES RISE**

*UOG focuses on student success and
the student experience*

**CULTURE OF
COMPETITION &
CAMARADERIE**

*Revival of Triton Athletics allows
students to showcase skills and pride*

**GREATNESS
THROUGH
GRANTS**

*Research Corporation positions
UOG for federal funding*

**UNIVERSITY OF GUAM
I CHALAN
PARA I**



MA'GAS

THE ROAD TO GREATNESS



**UNIVERSITY OF
GUAM**
UNIBETSEDÁT GUAHAN

**UNIVERSITY OF GUAM
STATEMENT OF GREATNESS**

The University of Guam's unique geographical location and its commitment of expertise to the needs of Guam and the Micronesia Region jointly provide the basis for greatness. The University functions as an intellectual conduit for the people and institutions of the Region, East Asia, and the world to learn from one another, within an American higher education framework.

Greatness consists of leadership in (1) learning, teaching, discovery, and service that preserve the essential strengths of the Region's cultures and natural resources, and (2) applying those strengths to new challenges in flexible, multiple ways that transform the students of the University, the University's partners, and the University itself.

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

MESSAGE FROM THE PRESIDENT

Nearly five years ago, we embarked on a quest to become the GREAT University of Guam. This was a shared goal, borne of many conversations with UOG Community members.

Students, staff, faculty, administrators and alumni were part of the University's decision to seek out greatness. But first, we had to define what greatness meant for us.

What makes the University of Guam unique is that we are the only university with the responsibility to meet the professional and academic needs of Guam and Micronesia. With that in mind, the University began the Good to Great (G2G) initiative.

In this special publication, you will see how G2G has guided us through program prioritization and has given us a framework by which we have been conducting business the past few years.

G2G has helped us receive an additional EIGHT years of reaccreditation from WASC.

We have experienced increased revenues generated directly by our work and entrepreneurial spirit despite not receiving full allotments from GovGuam.

Our students continue to excel in scholarly work, pursuit of their degrees, and national recognition.

Our faculty are committed to our students, conduct meaningful and timely research, and present a mix of the finest local, national, and international minds of anywhere in the world.

My time at the University of Guam will soon come to an end. I want to thank each and every Triton for making this one of my greatest experiences.

For our local and regional communities, our Government of Guam, and our partners, I ask that each continues investing time, money, and energy into developing the University of Guam.

Let us continue on this road to greatness for UOG and for Guam.

Biba UOG!

Dr. Robert A. Underwood
President



MESSAGE FROM THE CHAIRPERSON

Congratulations to the University of Guam for its continued progress in its desire to be a great University!

Good to Great was not only a strategic initiative at UOG, it is also an ongoing process that involves a focus on program prioritization, financial sustainability, technological advances, employment at UOG, and the student experience.

It is amazing to see how the entire organization has supported the vision of a Great University of Guam. From students to staff to faculty and administrators to the entire Board of Regents, all have played a role in G2G.

On behalf of the Board of Regents, we celebrate the University's many accomplishments, and we are committed to supporting the University as it strives for greatness.

Ms. Elizabeth Gayle
Chairperson, Board of Regents



THE ROAD TO THE GREAT UOG

In 2012, University of Guam President Robert Underwood launched the Good to Great (G2G) initiative creating what would become the institution's keystone and its mantra through 2018. G2G was borne out of necessity. Financial struggles, increased competition, technological advances, and internal complacency needed to be addressed, and G2G provided the framework to help the University think about itself and its place as the only U.S.-accredited higher education institution in the region. The University needed to change in order to not just remain relevant, but to become something greater in the years to come.

Underwood organized several meetings and committees with representatives from every group at the University. Conversations were held with students, staff, faculty, and administrators so each could understand the process and provide input and perspective in how the plan should move forward. In 2014, an Implementation Plan was released to the UOG Community.

Underwood wrote in the G2G Implementation Plan in 2014, "We must plan for our future. We must meet our mission as a University by identifying those activities in our academic programs and themes in our research and engagement that identify us as a Great University."

The process yielded a Statement of Greatness and five major themes that would guide the University's projects and planning over several years:

IMPROVEMENTS TO THE STUDENT EXPERIENCE

An institution-wide effort to improve the student experience and student success has yielded more opportunities for students than ever before. More financial aid, academic resources, and advisement is available. Triton Athletics was re-launched to bolster student life. Graduation and retention rates are higher. UOG received an additional eight years of accreditation, due in large part to G2G and its focus on students. Changes to academic programs have yielded a standardized amount of credit hours for each degree and opportunities for travel experiences and community projects for each student.

CONNECTIVITY OF THE UNIVERSITY

After reorganizing the Office of Information Technology and hiring a



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NO PLACE LIKE HOME.

Chief Information Officer, the University has leveraged Guam's unique location and its connection to high-speed underwater fiber-optic cables to join a global research network that allows fast data sharing to other research institutions all over the world. Continued improvements to Wi-Fi access and speeds prepares the University for the increased demands of the digital age. Improvements to the UOG website and the creation of the TritonGo mobile app keep Tritons more connected to UOG than ever before.

HUMAN RESOURCES MANAGEMENT AND THE CHANGING PORTFOLIO

There cannot be a "Great University of Guam" without great people. A leadership development program for faculty was recently completed, and programs for staff and administrators are being developed. The Research Corporation of UOG makes hiring staff for grant-funded projects faster and more efficient. Now RCUOG has over 100 staff employed.

ACHIEVING FINANCIAL BALANCE AND FUNDING OUR FUTURE

Decreased support from the Government of Guam continues to be of concern, but this is an issue that all state-funded higher education institutions face. It is not unique to Guam. G2G created a rubric by which to evaluate and prioritize academic and administrative programs, identifying some programs for closure or transformation. UOG continues to evaluate potential revenue generators and legislation to pursue an existence less dependent on government appropriations. RCUOG has not only

facilitated the hiring of personnel and processing of purchases, its efficiency has also led to increased grant-writing by faculty and academic units. RCUOG now manages over \$12 million in funds.

THE USE OF BIG DATA

Through G2G, the University has committed to create an environment of data-driven decision-making. UOG is developing an integrated data system and analytics to keep its stakeholders informed and has moved many of its processes to an electronic format.

With the map to greatness charted out, the University has been steadily making progress on a number of the more than 100 action items identified in G2G. The WASC Senior College and University Commission applauded UOG's efforts as "ambitious" and "progressive" in its 2016 accreditation report, thus sustaining the momentum within the five focus areas for the years ahead.

"Much has been accomplished over the last five years, but the G2G process is still ongoing," Underwood said. "The University of Guam wants to be GREAT—serving Guam and the Region with successful students and contributors to society, meaningful research, and continued engagement and involvement in current issues facing our communities."



THE PROGRESS OF PRIORITIZATION



"CONVERSATION TO IMPLEMENTATION" - OCTOBER 2012



"G2G FORCE" - AUGUST 2014



"STAFF ASSEMBLY" - SEPTEMBER 2014



"ADMINISTRATOR RETREAT" - JANUARY 2016



"FACULTY LEADERSHIP PROGRAM" - MAY 2018

BUILDING BLOCKS

- PL 32-114 Established the Research Corporation of the University of Guam (Currently has \$12.6M in over 90 grants and over 100 employees)
- PL 32-237 Student Financial Assistance law changed. \$500K available for graduate students.
- Revived Research Council - Emphasis on Region and interdisciplinary approaches
- Hired a Chief Information Officer
- \$200K provided for Library resources support
- Established UOG Press, hired editor

SUCCESSFUL INITIATIVES

- Transformative Grants
EPSCoR (\$6.0M), U54 Cancer Grant (\$5.4M), NASA -related grants (\$1.0M)
- Responsive Initiatives - Micronesian Biosecurity Plan for Department of Navy (\$1.2M)
- Building Networks - Cooperative Ecosystems Units (CESU) with DOD (\$3M)
- Sea Grant, Western Pacific Tropical Research Center, Water Environmental Research Institute, Center for Island Sustainability

ACADEMIC PROGRESS

- 124 credit hours for undergraduate programs
- 33 credit hours for graduate programs
- Programs were identified for closure or consolidation.
- All undergraduate degree programs have identified capstone courses
- All programs have identified faculty FTEs working in the program
- \$400K allocated for academic G2G initiatives

204 TACTICAL TASKS & RECOMMENDATIONS

COMPLETED	ONGOING	MULTIPLE	RECONSIDERED
67	98	18	21

The G2G implementation plan identified 204 tasks and recommendations that the University has been working towards completing over the last three years. These include:

- Academic program benchmarks
- Program prioritization
- Investment in higher ranked programs
- Program transformation for lower ranked programs
- New ideas for instruction and research
- Investment in faculty and staff development

GRADUATION & RETENTION RATES RISE

UOG focuses on student success and the student experience

Ocho Ocho. That's the condensed way that University of Guam is celebrating two major accomplishments. The first "ocho" represents the eight years of accreditation that UOG earned in 2017. The second represents the eight percentage-point increase in the graduation rate.

Of the students who enrolled at UOG in 2011, 35% completed bachelor's degrees by 2017, or within the six-year timeframe U.S. law requires colleges to report graduation rates. This is compared to only 27% of enrollees from 2009 who completed their degrees in six years.

"That is a significant increase in the span of just two years and demonstrates that the initiatives toward supporting students' academic achievement, along with student experiences, are working," said Dr. Anita B. Enriquez, Senior Vice President of UOG.

Furthermore, the student retention rate after the first year is 72%, which is approaching the national average of 75%.

The improved rates are the result of UOG prioritizing student support services—financial and academic—as well as building a University community where students from all backgrounds and situations can feel they belong.

And the momentum is continuing through more than two dozen tasks being carried out through UOG's "Good to Great" (G2G) initiative and new goals: a 75% retention rate from freshman to sophomore years and a 50% six-year graduation rate by 2026.

IMPROVEMENTS TO THE STUDENT EXPERIENCE

G2G identified the student experience—to include student life activities, but more importantly, engagement with their field of study, the University, and the community—as a central component to student success.

The most important issue that G2G addressed on this front was the streamlining of credit requirements across all degree programs. Bachelor's degree programs require no more than 124 credits for graduation, and master's degrees require no more than 33 credit hours.

"This brought degree completion within a reasonable reach while not compromising the competency or competitiveness of the graduates," Enriquez said.

The level of student engagement is being addressed through the requirements of capstone courses, community service projects, and academic-related travel—all of which are intended to broaden students' experiences, plug them into the local and global communities, and expand their understanding of how their education is applicable to the real world.

The School of Nursing & Health Sciences, for one, has engaged its students in the Guam homeless count, allowing them to see first-hand the need and practicality of the skills they are learning.

A FOCUS GROUP ON STUDENT CHALLENGES

Another outcome of G2G toward enhancing the student experience was the creation of the Student Success Innovation Team—a team of faculty, administrators, and student affairs staff who study the challenges facing UOG students and make recommendations for improvement.

"Having someone at the table from a coursework perspective, an enrollment and advisement perspective, and a campus life perspective has allowed us to look at barriers to student success from all angles," said Troy McVey, Interim Assistant Vice President for Academic Excellence and chairman of the team.

As a result of the team's findings, much energy has been invested into transforming the student advisement experience through several Advising Forums and the creation of an Academic Advising Committee.

UOG's counseling unit, Enrollment Management & Student Success, has also expanded its advisement services to specifically assist struggling students and those with unique needs, including veterans, students with psychological disorders, and those with registered disabilities.

INCREASED SUPPORT IN DEVELOPMENTAL COURSES

A long-standing issue at the University has been the high number of students who need developmental courses. UOG faculty in English and math have been actively reaching

Continued on next page.



Committed to Student Success: Support for University of Guam students has been a priority under G2G, resulting in higher graduation and retention rates and lower placement in developmental courses. From left: UOG students Cyrene Bansil, Michael Kasala, Angelica Rose Rico, and Diana Ogden.

STUDENT SUCCESS DURING G2G (2013-2018)



8 percentage points

Increase in 6-year graduation rates (2017)

72%

Student retention rates from freshman to sophomore year approaching the national average of 75%.



19,577 Students Enrolled



232,556 Credit Hours Produced



2,815 Degrees Conferred

out to high school teachers across the island, building relationships and clarifying expectations.

This has resulted in the Triton Summer Bridge and the Triton Transition programs, which both provide some level of developmental instruction as well as a first-year seminar and peer support.

"The goal is to bridge any knowledge gaps between high school and college in order to start students out on solid footing to get ahead of their college goals," said Dr. Sharleen Santos-Bamba, Associate Dean of the College of Liberal Arts & Social Sciences and an Associate Professor of English.

Placement in developmental English and math classes has decreased since these programs were implemented.

ENHANCEMENTS TO STUDENT LIFE

University life is being transformed as well, bringing students more on- and off-campus social opportunities.

The athletics department relaunched in 2016 giving athletes and students the opportunity to get together outside of class and build the Triton school spirit.

Residence life has been actively providing financial literacy workshops, bringing job recruiters to campus, and promoting ways for students to engage in community service.

Campus tours are also now available through the Triton Ambassador program, and a re-designed new-student orientation is on the way.

AN EVEN STRONGER ECOSYSTEM FOR STUDENT SUCCESS

The University's efforts toward student success have been fruitful, and its momentum going forward will be driven by goals of even higher graduation and retention rates.

"A student success ecosystem of support has been institutionalized and embraced by members of the University community, but we have further opportunity to strengthen this," Enriquez said.

G2G: Student Experience

EIGHT MORE YEARS

G2G takes center stage in reaccreditation

Ambitious. Progressive. Successful. These words were used by the Western Association of Schools & Colleges Senior College & University Commission (WASC-SCUC) after evaluating the University of Guam's "Good to Great" (G2G) initiative.

The sentiments were part of the WASC-SCUC April 2016 evaluation of UOG, which subsequently led to an additional eight-years of accreditation until 2024. UOG had previously earned eight years of accreditation in 2009.

"This accomplishment marks an unprecedented 16 years of continuous accreditation for UOG," said Dr. Robert Underwood, UOG President.

An evaluation by WASC-SCUC, one of six regional agencies of accreditation in the United States, assures that an institution is fulfilling its missions of service to its students and for the public good. It also establishes a school as a reputable institution.

"Reaffirmation of eight years of regional accreditation by the Commission signals UOG's strong commitment to high-quality standards and public accountability," said Dr. Anita Borja Enriquez, Senior Vice President of Academic & Student

Affairs, who also served as the University's Accreditation Liaison Officer.

Following the Commission's evaluation of the University, which included a three-day on-site review, it noted that it was particularly impressed with the University's G2G initiative, calling the process "ambitious, progressive, comprehensive, and successful."

The Commission praised the University's "deep commitment to regional needs and the public good through education, research, and service" as well as its Board of Regents, which it characterized as "independent and engaged."

Accreditation and the University's achievements through G2G are something the whole community can be proud of, Underwood said.

"It represents Guam in a very positive light and gives credibility to our graduates and the degrees they earn," Underwood said.

For more information and to view the WASC Senior College and University Commission action letter and report, visit www.uog.edu/accreditation or the WASC website at www.wascsenior.org.

WASC COMMENDATIONS

The WASC-SCUC commended UOG in seven areas:

1. Taking steps to implement each of the team's recommendations immediately after the visit.
2. Designing and carrying out the Good to Great initiative.
3. Demonstrating strong fiscal stewardship.
4. Developing an effective relationship with the Board of Regents.
5. Focusing on regional needs.
6. Strengthening first-year retention.
7. Creating a remarkably inclusive, collaborative culture focused on good university citizenship.



CULTURE OF COMPETITION AND CAMARADERIE

Revival of Triton Athletics allows students to showcase skills and pride.

Down by one with one second left on the clock, Triton guard Rafael Sablan passed the ball to his teammate, Ryan Nanguata, who shot for two against the MacTech Nerds.

Swish.

The University of Guam Calvo Field House erupted with cheers.

The Tritons won by one point during Triton Night of May 2017 in a victory resembling a quintessential Hollywood classic. The joy felt in those moments to follow was palpable.

And for some, this marked a new era in Triton pride.

"YEAR OF THE TRITONS"

It had been decades since the Field House saw such celebration for the Tritons.

1976 was considered "The Year of the Tritons," according to UOG alumnus Felix Taitague Manglona. That's when the University's athletes won championships after several years of losing to military teams.

Manglona, former setter for the Triton men's volleyball team in the late '70s, remembers those days in great detail. He recalled UOG also offering sports such as basketball, tennis, and football back then.

In those years, football was the sport to watch. Games were held at George Washington High School's field. Manglona remembers the cheerleaders hyping up the crowd and a band performing between plays.

Reminiscing, he noted that the military teams were good, but so were the Tritons.

"There was some sense of pride, *nai*," he said. "When you're playing with military personnel, [the] majority of them [would] come from the mainland. They have all the resources over there and the advantage over us. If we won, that was a big sense of pride on our part. We're just a small island, and to win or show them we can play sports is something that we [were] proud of."

Playing for UOG created passion and commitment. Manglona eventually graduated from UOG in 1991 with a Bachelor of Science in Criminal Justice. But his favorite part of being on the men's volleyball team was meeting new people and making friends.



Triton Night Victory: University of Guam's Ryan Nanguata, a guard for the Triton Men's Basketball Team, is lifted in the air as his fellow teammates celebrate their win at Triton Night on May 4, 2017.

"Back then it was fun," he said. "It wasn't always a matter of winning. It was just being together with the teammates, you know, enjoying the game."

That sense of pride established all those years ago only flourished in the decades to come, and with it came lifelong friendships and a cohort of student-athletes who, to this day, still represent the Triton spirit.

ONCE A TRITON, ALWAYS A TRITON

In the late '90s, the competitive nature of the Triton basketball team propelled them to win multiple championships against club and military teams.

With each win, the bond between players grew stronger. Teammates became friends, and friends became family, said Conrad Berg, who is now the Assistant Vice President of Business Intelligence/Oracle Support Administrator at the Bank of Guam.

Berg played two positions – forward and center – for the Triton basketball team from 1996 until he graduated in 2000 with a degree in Marketing.

"It was about having fun, being competitive, and playing games more than anything else," he said. "I'll never forget the players we had. Some of them are still close friends. The team itself was special.

"I see my teammates every once in a while. We still try to be around the sport whether we're playing or coaching. It's still a part of us. Sports also provided an outlet to network. Some of the people that I met kind of opened different doors throughout my life, which really was a great experience."

TRITON'S REVIVAL

After more than a decade of not having an organized sports program, UOG relaunched Triton Athletics in the spring of 2016. That semester, there was a res-



Conrad Berg (#31), a forward and center for the Triton Men's Basketball Team from 1996-2000, defends the paint. Berg's team was one of the last to represent UOG before the athletics program closed for more than a decade.

urrection of the UOG Triton Men's Basketball Team for the inaugural season of the newly formed Guam Basketball Association's premier league.

UOG hired Douglas W. Palmer as the Athletic Director that year to lead the department and slowly build Triton Athletics from the ground up.

In the following months, the University also established a women's volleyball team, a men's soccer team, and a women's soccer team. It also hired local professional coaches to take charge of the sports. Women's basketball has also gotten off the ground with one league played in 2018 and will be the next official varsity sport at UOG, Palmer said, possibly in Fañomñakan 2019.

Since then, the Triton student-athletes have been regaining traction and attention. The Lady Tritons won the Guam Football Association's Women's Soccer League championship in spring of 2017 and again that fall. Both the men's basketball and women's volleyball teams have both won their respective college league championships two seasons in a row. The men's soccer team made the semifinals in a combined Division I and II league this spring, finishing third overall.

And with the wins on their records comes support from their fellow Tritons.

"We're not just creating sports teams here," Palmer said. "We're generating a whole new sentiment about UOG. When people see our athletes winning, they'll

want to come support them. Rooting for your team – the Tritons – helps improve the overall student experience for everyone on campus."

Sablan plays for both the UOG men's basketball and soccer teams. For him, putting on the uniform provides a sense of pride in himself as a representative of the University.

"My actions on and off the field not only reflect me, but the University as well," he said. "Being able to wear the name of my school in not just one, but two sports means the world to me, and I want to make my teammates, coaches, and UOG proud."

Shaeina Torres, captain of the women's soccer team in the fall and 2016-2017 Student Athlete of the Year, said that several members of the men's and women's soccer teams play for the Triton basketball and volleyball teams too.

"We support each other," Torres said. "We watch some of our teammates' games in other sports, and it makes me more involved in general. It's fun, and we like cheering them on."

Triton Athletics has also launched a Student Athlete awards program and a Hall of Fame, inducting its first six members in October 2017 with another class to be inducted in the fanuchñan semester.

TRITON PRIDE CONTINUES TO GROW

During Triton Night, more than 400 people filled the stands of the Field House

to cheer on their University as the men's basketball team played its third season in the Guam Basketball Association.

Members from the women's volleyball team and the men's and women's soccer teams helped fill the stands, watching their fellow Triton athletes take on the MacTech Nerds.

Palmer said he hadn't seen a crowd that large at the Field House all year long.

"It was truly a night to remember," he said. "The students played well and earned that win. But what was great to see was the overwhelming cheers from the crowd. Hopefully, this only continues to grow."

Manglona, who holds a special place in his heart for UOG and his experiences being a Triton athlete, encourages students to represent their school and play university sports because university life isn't just about the classes, he said. It's about the overall Triton experience.

"Students should get involved however they can, whether that's on the field or in the stands," he said. "School's not just the academic part. The culture that sports bring to a university is an ingredient in being a successful person. Life's not just the mental aspect, but the physical part too. If you have both, it's how you achieve a balance of life."

For more information about Triton Athletics, visit www.uog.edu/athletics.



Triton Athletes: 1) The Triton Women's Volleyball team has competed on-island and internationally in the Philippines and Taiwan. 2) Jacque Diambra-Odi of the UOG Triton Men's Soccer Team maneuvers opponents during a June 9 matchup. 3) The Triton Women's Soccer Team is two-time champion in the Division II women's league of the Guam Football Association.



2017 TRITON ATHLETICS HALL OF FAME

The University of Guam Triton Athletics honored its first Hall of Fame inductees at the Calvo Field House on October 29, 2017.

(From left) John Borden (football), Dr. Hauhouot Diambra-Odi (soccer), Sen. Tommy Morrison (baseball), Susan Lupola (basketball), and Ronald Camacho (football). Not in the photo is Theresa Sison (basketball).



OPEN FOR AGES 5 - 15!

SESSIONS

- ONE: June 18 - June 29, 2018
- TWO: July 2 - July 13, 2018
- THREE: July 16 - July 27, 2018
- FOUR: July 30 - August 10, 2018
- FIVE: August 13 - August 17, 2018

FEES

- Registration Fee: \$25.00
- Resident Fee: \$250.00
- Non- Resident Fee: \$500.00

For more information, please contact
 Jade Law at 735-2600/1 or email uogasc@gmail.com

GREATNESS THROUGH GRANTS

Research Corporation positions UOG for federal funding

Grants and the valuable research and educational programs that they fund are moving more efficiently than ever through the University of Guam. This means a number of projects important to the community—projects ranging from coconut rhinoceros beetle control and little fire ant mitigation, to radon training and aquifer monitoring, to HPV vaccination awareness and dementia training—are being successfully managed to completion and that the people needed to carry out the work are being efficiently hired and trained.

This propulsion is the direct result of the Research Corporation of the University of Guam, an entity that was born out of the University's 2014 "Good to Great" G2G initiative.

"RCUOG has only been in operation for three and a half years, but in that short time period has had a positive impact across the institution and the community at large," said Cathleen Moore-Linn, the Interim Executive Director.

The G2G initiative envisioned an efficient managerial entity to compete for and manage grants. RCUOG became that entity in February 2014 through Public Law 32-114. It now supports 92 grants for which it provides human resource, budgeting, and financial reporting services to scientists who can then focus on conducting research and disseminating their findings to the public.

"I decided to give RCUOG a try last year," said Dr. Aubrey Moore, an entomologist through the Cooperative Extension & Outreach service of the College of Natural & Applied Sciences. "I am now running three grants totaling over \$500,000 through RCUOG that are focused on finding a solution to the rhino beetle infestation."

Since its implementation, the corporation has been gaining measurable ground on efficiencies in human resources, supporting scientists who carry out research of value to the community, as well as shaping UOG students into global citizens through grant-funded travel – all of which are key focuses of the G2G initiative.

FAST-TRACKING PERSONNEL FOR RESEARCH

One of the primary focuses in G2G was balancing the human resources portfolio. As a public corporation rather than a government entity—meaning RCUOG employees contribute to Social Security but, by



Research that benefits the region (From left) Dr. David Combosch and Dr. Sarah Lemer of the UOG Marine Laboratory collect genetic samples for their project under the NSF EPSCoR grant.

statute, do not participate in the Government of Guam retirement plan—RCUOG made it possible for UOG to hire externally funded personnel more quickly.

"Processing hiring frequently had delays," said Dr. James McConnell, a professor of ornamental horticulture in the Western Pacific Tropical Research Center, whose seven grants with RCUOG include the monitoring and propagation of several threatened and endangered species of plants. "Through RCUOG, we can process hiring very efficiently enabling us to conduct research in a timely manner that is difficult to accomplish otherwise."

This has not only supported the timeliness of scholarly research to advance the local and regional communities, but it has also opened job opportunities for the local community. The corporation has increased its hiring by 49% from 2016. It now has about 100 employees who gain valuable experience working in the field, analyzing data, performing outreach duties, and monitoring budgets, among other tasks.

SUPPORTING RESEARCH OF LOCAL IMPACT

Since 2004, UOG has more than doubled the value of its federal grants portfolio with millions of dollars in funding from federal agencies, such as the National Science Foundation and Health and Human Services. RCUOG has filled a crucial administrative role for this exponentially increasing number of grants.

"Grants are all about delivering project outcomes," Moore-Linn said. "The creation of RCUOG enabled scientists to focus on their grant work while spending less time on administrative tasks, thanks to the Research Corporation's streamlined processes."

Moore said RCUOG has greatly improved his ability to secure and carry out grant work.

"The experience is like night and day," he said. "Purchase orders get issued within days instead of weeks, hiring is straightforward, and service contracts get written and executed with little fuss."

RCUOG accepted management of its first grant in October 2014 and today supports 92 different projects—a 32% increase from the prior year—which total more than \$12.6 million in federal funding.

POSITIONED TO PURSUE ADDITIONAL FUNDING

RCUOG's success in the management of federal grants and contracts is underscored by a series of clean audits for UOG, under which RCUOG is reviewed as a component unit.

With the creation of RCUOG and its support infrastructure, UOG is positioned to pursue additional grant funding moving forward for the benefit of the island and the region.

For more information about RCUOG, visit www.uog.edu/rcuog.

SELF-SUSTAINABILITY A CENTRAL THEME IN UOG'S FINANCIAL GOALS

Financial management at the University of Guam is one of its greatest strengths. Even in the face of resource constraints, to include a \$5 million shortfall in its 2016 appropriation from the government, UOG was commended in its latest accreditation review for achieving multi-year surpluses. Critical to its sustainability, the report said, was its diversification of revenue streams, fiscal discipline, and aligning resources with institutional priorities.

Those successes were not without careful planning, and UOG leadership knows that the same is true to see continued financial success into the future. This is why fiscal stewardship remained one of the top five priorities for the University in its "Good to Great" (G2G) initiative. And the name of the game has been self-sustainability.

"Everything we do financially going forward needs to be sustainable," said Randall V. Wiegand, Vice President of Administration & Finance. "We have to be entrepreneurial and figure out ways to secure funding for our programs and facilities that will not be a drag on the University's resources. That means things need to generate funds on their own – not just initially, but year after year."

RIGHTSIZE PROGRAMS

A big part of ensuring the sustainability of funds was taking a close look at each program to determine the revenue generated versus the cost of resources being put into the program.

"The idea was to look at areas we're putting money where there isn't really demand and then see where we could right-size," Wiegand said.

Certain programs, for example, had more professors than were necessary for the number of students with that major or simply did not have enough students to justify the program's continuation. One of those programs was Japanese Studies, which is set to be discontinued by May 2019.

BOOST REVENUE-GENERATING CAPACITY

The University's auxiliary units – in particular the Calvo Field House, the Triton Bookstore, the cafeteria, and the Professional & International Programs (PIP) – have also been closely reviewed for ways they can generate revenues and become more self-sustainable. The auxiliary units make up almost 10% of UOG's revenues.

Costs have increased for the Calvo Field House since the relaunching of the Triton

A GREAT INVESTMENT

\$89.3M

TOTAL REVENUES and CONTRIBUTIONS

Based on FY2016.

REVENUES

\$13.4M

Net Tuition and Fees

\$32.1M

Federal Grants and Contracts

\$8.7M

Auxiliary and Other

In FY16, the University of Guam generated 61% of its total revenues and contributions through entrepreneurial activities. Compare this to receiving just 31% from GovGuam appropriations and 8% from other contributions.

UOG generated \$1.62 for every \$1 received from GovGuam appropriations.

CONTRIBUTIONS

\$33.5M

GovGuam Appropriations

\$1.7M

UOG Endowment Foundation and Other

Athletics program, but those costs are being outweighed by revenue generated from rental fees to host high school graduations, concerts, and sporting events.

The cafeteria, once it is renovated, will also lend itself to being rented for events. The building will have two floors, both with ocean-view windows and patio areas. Wiegand said either floor could be rented on weekends for weddings or conferences, and those revenues would go back to the maintenance fee for the building, eliminating an out-of-pocket cost for the University.

PIP, which brings more than 6,000 international students per year to study at UOG, has also been a prime focus to generate revenue for the University. The program has been challenged to bring in \$400,000 per year.

LOOK TO EXTERNAL FUNDING

In its effort to diversify revenue streams, UOG has been looking to external funding sources as well. This includes a continued pursuit of grants, which account for 36% of UOG's revenues. This will be assisted by the Research Corporation of the University of Guam, the entity that was established through G2G in 2014 to compete for and manage grants.

Another external funding source UOG is looking into is public-private partnerships.

Public universities nationwide are experiencing reductions in state support, and one of the ways they are limiting expenses while still investing in their long-term growth capacity and sustainability is through public-private partnerships.

"One thing we're trying to get moving on very soon is building a dorm for PIP students across from the School of Education," Wiegand said. "We could give these students more of the UOG experience if they get to stay on campus, but we would then also have a way to generate revenue from room fees that could help pay for other things."

Wiegand said the plan is to have a private company build and maintain the dorm in exchange for 20 years of collecting the room revenues. After 20 years, the building would be turned over to UOG.

UOG is in the process of obtaining legislative support to enter into partnerships.

STRUCTURED FOR SUSTAINABILITY

The biggest accomplishment within the financial realm at UOG is that the University is now structured for sustainability.

"Our University programs and facilities are now looking to be self-sustaining in everything they do," Wiegand said. "Everything we're doing now is really sound, and we have laid the groundwork for the future."

UOG BY THE NUMBERS

STUDENTS

Based on enrollment from Fanuchånan 2017

3,917



2,274 (58%)
Female

1,643 (42%)
Male



FULL-TIME
74% (2,908)



PART-TIME
26% (1,009)

TUITION & FEES

Based on AY 2017-2018 rates for full time students in both the Fanuchånan (Fall) and Fañomnåkan (Spring) semesters.

UNDERGRADUATE STUDENTS

\$5,802

GRADUATE STUDENTS

\$5,944

FINANCIAL AID

Based on AY 2016-2017.

UOG Students who applied for financial aid on average received:



\$4.1K

FEDERAL PELL GRANTS

\$5.9K

FEDERAL LOANS

\$9.8K*

LOCAL FINANCIAL ASSISTANCE

*In AY15-16, includes Merit Scholarship, Protech, and other professional scholarships.

ALUMNI

17,500+

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

Information provided by the Office of Institutional Effectiveness and Financial Aid Office.

LOCAL UNIVERSITY, GLOBAL CONNECTIVITY

Tech improvements connect UOG on a global scale

Class presentations delayed by a lack of campus-wide bandwidth. Inefficient, or sometimes unfeasible, transfers of scientific data to other institutions. Traveling for school, educational conferences, or research but not being able to easily communicate back with your class and professor. These are now problems of the past for the University of Guam.

Connectivity within the UOG campus and to the outside world was a core objective outlined in "Good to Great." Before, the University's internal cyberinfrastructure was obsolete – a single internet provider and shared bandwidth – and collaboration with other educational institutions was limited by distance.

"Our physical and personal distance and geographical isolation in our island region is a thing of the past," said UOG President Robert A. Underwood. "We have the opportunity through technology and the undersea fiber-optic cables connecting Guam to countries across the globe to carry out all of our three functions of teaching, research and service in ways unimaginable in the previous century."

OFFICE OF INFORMATION TECHNOLOGY

The task of upgrading the University's information technology infrastructure and network has become an institutional undertaking.

As an initial step, the University opened its Office of Information Technology and created a position for a chief information officer, which was filled by Rommel Hidalgo in January 2016. These additions jumpstarted the critical cyberinfrastructure modernization investments needed by the University.

INVESTING IN TECH INFRASTRUCTURE

One critical upgrade to address UOG's limitations was upgrading the University's commercial bandwidth from 150 MB to 750 MB.

"Connecting to the Wi-Fi would eat up your presentation time in class," said Rebecca Casimbon, a business administration major. "After the new platform, everything was faster and easier."

The OIT also diversified the University's internet sources, which Hidalgo said enhances reliability should one source go down. It also eliminates redundant internet connections, or guests on the campus sharing the same network as the students. A guest Wi-Fi is now available for free in primary parts of campus.

HIGH-SPEED REGIONAL DATA EXCHANGE

This past January, the University shifted gears again, this time to ultra high speed with the launch of the Guam Open Research & Education eXchange (GOREX). GOREX links the University to a global consortium of universities and research institutions – including University of Hawai'i and research and education networks in Australia, New Zealand, and Singapore – through a 100 GB network.

Connection to the network is possible via the SEA-US fiber-optic submarine cable that came to Guam from California and Hawaii last August.

With the old speed of 100 MB, it would take more than three years to download 1,000 terabytes of data. With the new speed of 100 GB per second, the same amount of data can be downloaded in

just one day, Hidalgo said.

Underwood believes the network's true impact to the island community is in the opportunity for data access, exchange, and analysis.

"Think about the issues that we discuss as a society and how we make many decisions with limited data," Underwood said. "GOREX gives our students and faculty the tools to truly exchange and analyze large amounts of data in any number of fields with other institutions all over the world. And as a University, it is our responsibility to report our findings back to the community. That's the impact."

Though a new development, GOREX already has a small amount of traffic.

"Our work requires large genetic datasets to be transferred to and from UOG's servers to other institutions and agencies," said Dr. Bastian Bentlage, assistant professor of bioinformatics at the UOG Marine Laboratory. "Without the infrastructure upgrades through Rommel's group, we'd be unable to effectively do our work."

Hidalgo said usage of GOREX will increase as research units, like the UOG Marine Laboratory, complete their data collection and start uploading files.

WORLDWIDE WI-FI

In line with G2G's objective to support travel opportunities for students, the OIT has made it possible for UOG students as well as faculty and staff to have roaming wireless internet access on campuses around the world through eduroam.

UOG changed its campus Wi-Fi network to eduroam in November 2017 giving over 3,400 UOG students and employees secure network access at institutions in 89 countries and territories.

"Being part of this global partnership provides us with resources and connectivity all over the world," Hidalgo said.

A SOLID FOUNDATION MOVING FORWARD

With updated infrastructure and new networks now in place, UOG has the foundation to advance its strategic role in the region and its three functions of teaching, research, and service more efficiently and with a higher degree of reliability than ever before.

For more information about UOG's tech improvements, visit www.uog.edu/oit.



Getting Connected: Students now have a faster Wi-Fi connection on campus through a dedicated network and expanded bandwidth, part of the G2G effort to improve UOG's connectivity.



TRITON PRIVILEGES

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The University of Guam offers 34 undergraduate degrees and 15 graduate degrees in Business, Nursing, the Sciences, Liberal Arts and Education. Each program is designed to help you meet your personal and professional goals.

At UOG, you'll learn from an international faculty; participate in research and projects that impact both our local community and our region; develop relationships that will last a lifetime; and you'll join a legacy with over 17,000 alumni from all over the world.

There's **No Place Like Home** for an education that prepares and empowers you for your future.

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